

JUN 22 1943

JUNE 15, 1943



TWENTY CENTS

Sales Management

Major Trading Area Comparisons Page 34

Since 1940, the Nation has had the greatest migration and the greatest expansion on record. Dead as the dodo are population, retail sales and income figures of the thirties. Last month SALES MANAGEMENT brought information on these factors up to date with its 14th annual Survey of Buying Power, and quickly following its release came requests from subscribers for collateral data, and especially for comparisons between the calendar years 1942 and 1941.

Starting on page 34 is an answer to some of the requests—a comparison of population, retail sales, Effective Buying Income, and buying power percentages for the 187 major trading areas which include all of the counties of the country. The tables show quantity in markets, quality, and trends. They may help to answer both current and post-war sales and advertising planning problems.

Artists For Victory Posters Opposite Page 32

More than fifty of the leading artists of the country are lending their talents to winning the war through fighting, morale-building posters. The best of these posters are now available in stamp form, suitable for individual or mass mailings, or as premiums. Samples of these effective posters are inserted in this issue. SALES MANAGEMENT recommends this non-profit enterprise as one that deserves your support.

THE MAGAZINE OF MODERN MARKETING

For Distinguished Service



COMMUNIQUE from the social front stress the importance of a veteran campaigner. Whether it's assembly at your favorite bar, or mess call on the home grounds, brilliant strategy dictates Dewar's White Label and soda — the highball of the highlands — honoured over 60 times all over the wide world for distinguished service!

HONOURS OF 26th King George's Own Light Cavalry

(Indian Army)

Mysore — Seringapatam — Ava — Central India
Afghanistan, 1879-80 — Burma, 1885-87
Givency, 1914 — France and Flanders, 1914-18 — Aden

HONOURS OF Dewar's "White Label"

Award of the World's
Columbian Exposition,
Chicago, 1892... one
of more than



60 medals honouring
Dewar's White Label
for Excellence in Scotch
Whisky.

COMMAND DEWAR'S... AND BE

"AT EASE"

FULL-COLOR REPRINTS
SUITABLE FOR FRAMING.

Six 9 x 12 full
color prints of of-
ficers, Edition No.
5, without advertis-
ing, sent upon re-
ceipt of 25c. Schen-
ley Import Corp.,
350 Fifth Avenue,
New York, I. N. Y.,
Dept. S.

Dewar's "White Label" and "Victoria Vat"

THE MEDAL SCOTCH OF THE WORLD



White Label 8 years old

Victoria Vat 12 years old

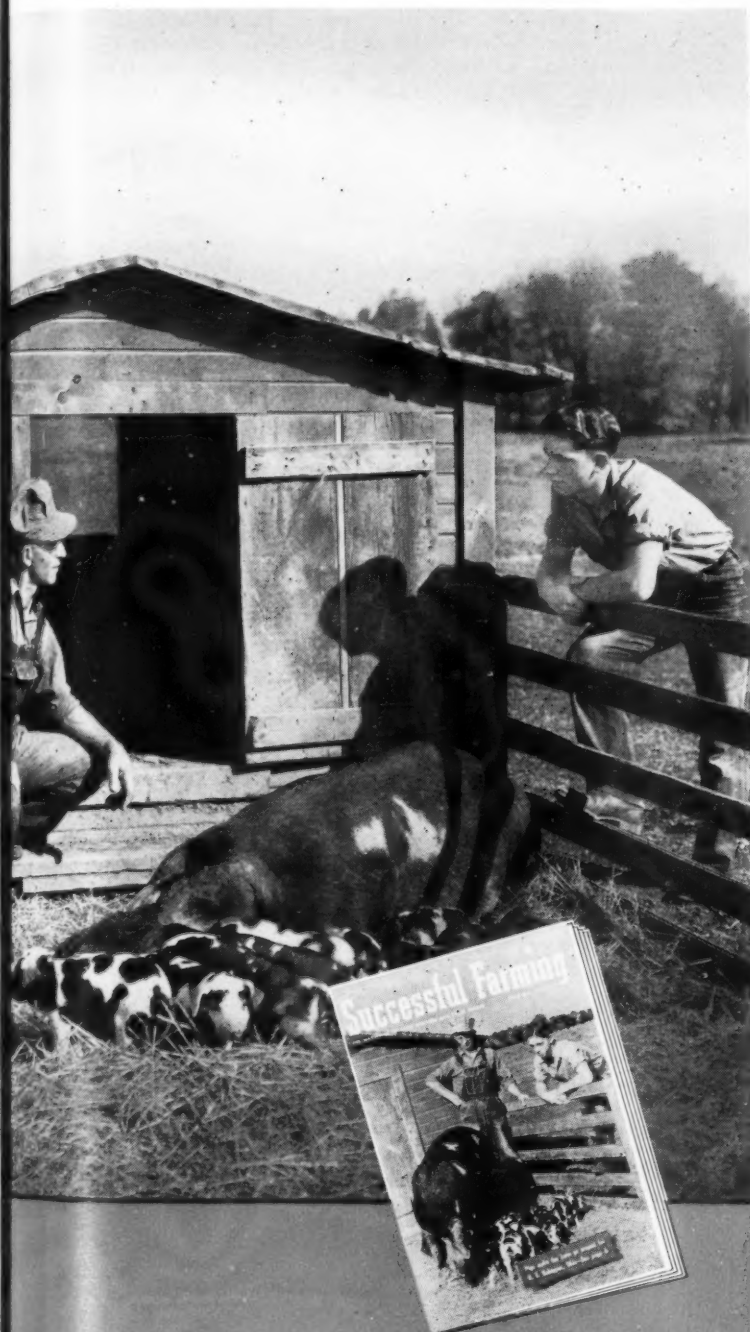
also known as Ne Plus Ultra



Both 86.8 Proof • BLENDED SCOTCH WHISKY. Copyright 1942, Schenley Import Corporation, New York



These Little Pigs Mean Pork Chops For You!



Today the birth of these perky little Poland Chinas is an event of national importance. In six months, each weighing 240 pounds, they'll go forth to help feed a hungry world.

These little pigs were born in the Heart Region—the Upper Mississippi Valley States that produce 78% of the nation's pork products. *Successful Farming* is the magazine that gives Heart farmers the "know-how" to bring pigs like these through to market. It is the farm magazine they *emphatically* prefer above all others.

No theorists are *Successful Farming* editors. They live with *Successful Farming* readers and their problems—keep abreast of the farm way of living and doing business. They make *Successful Farming* a double-duty magazine serving every member of the *best* farm families in the prosperous Heart.

Today astute advertisers have learned that the way to build a permanent business in the world's richest farm market is through the pages of *Successful Farming*—the *basic* farm magazine on any schedule. Meredith Publishing Company, Des Moines, Iowa.

Not far from Bucyrus, Ohio, you'll find the rich black land farmed by H. E. Robinson who, with his son and a lively litter of Spotted Poland Chinas, symbolizes Heart farm prosperity on the cover of *Successful Farming* for June. You'll find the operation of Subscriber Robinson's farm no one-sided partnership. Two of the three Robinson children are at Purdue University learning the scientific side of farming. Their interests, too, are intermingled with those of the folks at home.

**The Best Farm Families
in the Best Farm Region
are your Best Customers.
7 out of 10 Prefer**

SUCCESSFUL FARMING

The Magazine of Farm Business and Farm Homes



Madame Goes Farming

The food problem being what it is, some of our best known people are putting their minds to it. The other day, Helena Rubinstein held a "Farm in the Sky" party on her terrace at 625 Park Avenue.

The invitation told of her "unique terrace Victory Gardens—a model farm in the sky—to stimulate and encourage us landward. Learn from experts how to grow vegetables, where and how women are needed in the great new 'Land Army.' Hear Madame Rubinstein's plans for recruiting this women's army. . . . Watch fascinating demonstrations of food preservation and exciting films. See Peter Hunt's original and witty decor. Drink Madame Rubinstein's own health refreshments."

The refreshments seemed to be mainly parsley and egg and spinach on crackers, washed down, fortunately, with Scotch or rye. The bar was in a large room upstairs, the walls of which were covered with Salvador Dali grotesques.

Mr. Dali was there in person, wearing a black moustache, which he applied to women's hands. Girls in overalls and straw hats fluttered around passing handouts to the guests (most of whom seemed to be beauty writers and drug business paper editors) and volunteering to answer any questions we might ask about farming.

After the third drink, we learned that the gardens were on the terrace on the floor below. Also down there we discovered Madame Rubinstein, bustling breathlessly in a yellow dress, to bring beauty and soil together. There were also several men, who happened to be the guests of honor, but who seemed to be more out of place than anybody. Two of them, said the handout, were H. B. Knapp, director, and Clarence E. Lewis, an instructor in the State Institute of Applied Agriculture at Farmingdale, L. I. Maybe the third was a representative of the War Manpower Commission, who was supposed to be there.

The gardens turned out to be little plots in green-painted frames, about three by five feet, without much apparently growing in them yet. The handout, however, mentioned specifically peas, beans, tomatoes, radishes, lettuce and "various salad herbs." More obvious to our urban eye were the "pottery and metal hens, roosters and ducks, designed by Peter Hunt." Also the "fantastic scarecrow," and garden furniture made of rakes, shovels and hoes. In the corner was Mr. Hunt's concept of a well, about two feet deep, and on one side a painting of an apple tree with some such line as "Don't sit under the apple tree with anybody else but me."

Madame Rubinstein, it seems, also is lending her office at 715 Fifth Avenue as a recruiting center for the Women's Land Army, and will conduct a drive, "in cooperation with the War Manpower Commission, to interest women in going on farms for their vacation. Women who can spare the time will be asked to serve one, two or three months at farm work." They're wanted especially for fruit picking and canneries.

The War Manpower Commission thrust a sober note into the gay proceedings by saying that "the work is hard and heavy." In spite of everything Madame Rubinstein is doing, the commission warned that "there is no glamour attached to it."

It Could Be Verse

"Open the woodshed, mother, father is here with a load . . . When I first saw mother's bustle, I thought it was a muscle. . . . The bathtub said to the faucet, 'Did the drip come in with you?'"

And the pearls of wisdom coming from Falstaff Openshaw, poet laureate of the Texaco Star Theatre, become the diamonds of wise promotion and the gems of a booklet now being distributed by the Texas Co., New York City, to help to promote the Government's fuel oil and food conservation, fat and tin salvage, and War Bond drives.

At the same time it reminds people that some day, when you have a car—with tires, and gasoline and parts—and the boss suddenly says, "Take the day," and you decide to take your wife and the kids, and the dog and the cat, and any relatives who are visiting you, off on a spree, or even if you're just going to take a spin to see the current oomph boy and Harvard's choice for the season's sweater girl at the local cinema, Texaco gas, after the war, will help to whizz you there in a flash.

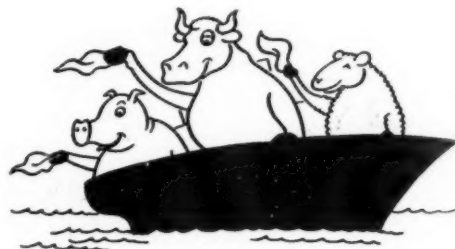
Add these little sonnets on a gasless day to your favorite lines from "Winnie the Pooh" and Lewis Carroll:

"Yes, your little tuna can
Might drop things on Japan
Your shaving tube may end up in Berlin
The can that held tomatoes
May be tied to those dictators
Today, your country needs your hunka tin!"

And the plaintive rhythm of "Rinse Out the Silex, Mother:"

"Rinse out the Silex, Mother,
Put my mustache cup away;
They're going to ration coffee
I just heard the news today.
I'm going to miss my steaming cup
Life will sure seem queer;
A doughnut will not taste the same
When it's dunked in beer."

If you want to obtain an *original* first edition of this successor to a "Child's Garden of Verse," profusely illustrated (most graphically, too) by Otto Soglow, write to Thomas D. Connolly, Director of Program Promotion, Columbia Broadcasting System, Inc., 485 Madison Ave., New York City.



"It's a small price to pay,
a little veal
To finish off Hitler, that
frustrated heel."

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Milwaukee Growing Faster in Wartime Than All but Two Major Cities

Fast expanding war plants in the Milwaukee metropolitan area have *added* 110,000 wage earners to pay-rolls which have sky-rocketed from \$9,300,000 to more than \$37,000,000 monthly, since the 1940 census.

The influx of war plant workers has increased the civilian population 11.3%, a gain exceeded only by Detroit and Washington, D. C., among the 25 largest metropolitan

areas, according to latest estimates of the Bureau of the Census.

Here's a target worthy of the most powerful advertising barrage—and a target that's easy to hit. One newspaper alone blankets the area with coverage of 9 out of 10 homes. That kind of coverage includes night workers and day workers, women in factories and kitchens, any group you care to reach.

THE MILWAUKEE JOURNAL
FIRST BY MERIT

MOST COMPLETE ONE-PAPER COVERAGE IN ANY CITY OVER 500,000
 JUNE 15, 1943

THE SOUTH'S BIGGEST MARKET AREA



—MEMPHIS

The recognized Memphis Market Area includes 76 counties in West Tennessee, North Mississippi, East Arkansas, and Southeast Missouri. It is the largest trade area east of the Mississippi River—a Billion Dollar Market. As the logical distribution center for this area, Memphis has a stable prosperity which will endure in the morrow of peace—a fertile field for permanent sales gains.

And every advertising schedule should include the Memphis Press-Scimitar—one of America's finest evening papers. With a long record of outstanding community achievements, it is splendidly productive for advertising. And today it offers the highest circulation in its 62-year history—116,211—complete evening coverage of Memphis. Represented by National Advertising Department of Scripps-Howard Newspapers.



With a total population of 2½ million, the Memphis market is largest in the South. It is America's 12th largest trade area in population.



Cotton Prices: 1932 — 4c per lb. OPA Ceiling Price today — 21.8c. 545% Increase! And Memphis is the biggest cotton market in the world.

MEMPHIS PRESS-SCIMITAR

Want a Package of Barnyard?

People are in the mood to grow their own food this year. And not just grow vegetables, but grow *live stock*, too. So reasoned the management of R. H. Macy & Co., New York's biggest and most unpredictable department store.

No trick at all, selling chickens and rabbits from a department store—that's what the Macy bunch are probably saying. After all, they just applied their regular sales methods to these creatures and to the thousands of other related items assembled in the Barnyard.

One of the features of the new department is the consulting service, inaugurated by Paul Ives, editor of "Cackle & Crow." (He happens to be well-informed on poultry matters, but even if he hadn't been, the name of his publication was a drawing card.) Mr. Ives has withdrawn, and his successor, Eskild E. Bagger, is now holding forth. Mr. Bagger was formerly manager of a 17,500 "bird plant," and has the right aptitude pattern for his job.

Their biggest handicap, he says, is ignorance of the necessity of sanitation in raising chickens, a type of ignorance common to most beginners. So he spends a good part of his time, in addition to answering questions about how to get started, suggesting remedies for ailments of birds. In this he is aided by a large "pie-chart," illustrated in color, with pictures showing the internal mechanism of a hen, and other pictures showing chickens that have fallen prey to nine types of disease.

Unless you toured Macy's Barnyard, you wouldn't think that you could buy so many things, literally thousands, for chickens. There's a big line of chicken houses—pre-fabricated, from Homasote, ranging from one measuring 4' by 6', for \$52.50, to a 10' x 12' for \$176. The big one has an 8" combination roost and 6 nests, and a little trap door for removing the eggs. But if you don't want a pre-fabricated house, you could buy, for 60c, an "Easi-Bild Pattern," and make your own.

When ordering chickens, customers are asked to specify type of delivery, and date on which delivery should be made. (It would be hard on a crate of chicks to be delivered on a day when nobody is at home to receive them.) Macy invites mail and telephone orders, and even volunteers to sell birds to those who open "Cash-Time Accounts," 20% cash and the balance in installments, with a "small service charge."

A bit of extra showmanship was injected into the rabbit department on May 26, when Ted Steele, the radio star was on hand to tell of his own experiences, and to answer questions about rabbit raising. Prices of 3-months-old bucks and does at that time ranged from \$6.94 for New Zealand White, Chinchillas, Castor-Rex and Lynx-Rex animals, to \$10.79 for Checkered Giants and Flemish Giants.

One reason for the success of the Victory Barnyard is the aggressive promotion it has received, with full pages of advertising used in Metropolitan newspapers. There was a page in *The Wall Street Journal* of May 26, which suggests that Macy hopes to add to the number of gentlemen farmers in its market area.



If this were a subway car card, the caption would be: "Do You Know Your New York?" It isn't the zoo, though it could be. It's Macy's Victory Barnyard, complete with chicks and rabbits.

SALES MANAGEMENT

"THE BIG 3" blankets the 3 Coast Markets

Los Angeles Examiner
Seattle Post-Intelligencer
San Francisco Examiner

SEATTLE
POST-INTELLIGENCER

SAN
FRANCISCO
EXAMINER

LOS ANGELES
EXAMINER



-and TELL YOUR STORY TO 1 OUT OF EVERY 2 FAMILIES EVERY SUNDAY

In 1-2-3 or 4 Colors at Preferential Group Rates

THIS IS NO "WAR BOOM" we're experiencing out here on the Pacific Coast. It's a "War Zoom"...a terrific influx of solid citizens that already are sinking their roots for a permanent stay in the three big Coast States of the present and the future. Eyes are to Peacetime horizons... the tremendous markets of the far East—the growth of heavy industry that has already seen its start... the age of air-travel with the Coast the major production center. Yes, it's a land of lush sales possibilities... and they're lush right now! 645 million Food Ration Points consumed each month... payrolls up 400% over 1940: those are just two figures to set the imagination whirling! And ready to talk for

for you, your products or services..."The Big 3!" The 3 big Coast newspapers that reach 1 out of every 2 families every Sunday. Joined together, they offer you 1-2-3 or 4 colors... and at preferential rates! It's a new name for these three combined newspapers... this "Big 3," but the advertising possibilities are proven. Study the record of the consistent advertisers and you'll see a record of increased schedules in 3 of the highest priced Sunday newspapers for readers in the United States. Yes, when folks pay 15¢ for a newspaper, it's pretty good assurance these days they'll be read from section to section! And that means readership of your advertisement!

For full details on Pacific Coast Markets, call THE RODNEY E. BOONE ORGANIZATION

THE BIG



Pacific Coast Coverage

JUNE 15, 1943

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Sales Management

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Significant Trends

As seen by an editor of SALES MANAGEMENT for the period ending June 15, 1943

Grade Label Battle Not Won

THE JUBILATION which many manufacturers of branded canned goods feel over the May 18 decision by the O.P.A. which killed off compulsory grade labelling of the 1943 pack of canned fruits or vegetables and their juices may be short lived.

The announced reason for the decision was that compulsory labelling of the 1943 pack would require too much extra labor and thus reduce production—but from all reports that apparently doesn't add up to enough in the minds of people who want grade labelling. The realistic attitude would seem to be that rising living costs will give further impetus to the consumer movement, and that a finish fight on compulsory grade labelling is definitely in the cards in the not-distant future.

There are plenty of sound reasons why it is to the public's interest, as well as to the manufacturer's interest, to continue brand names, and any congressional bill or administrative regulation which brings about compulsory grading combined with elimination of brand names should be fought to the utmost, but many people believe, despite the Puerto Rico experience, that it need not be assumed there cannot be the first without losing the second.

For example, there is grade labelling in the alcoholic beverage industry, but that doesn't seem to have eliminated any brand names or reduced the volume of advertising. Across the line, in Canada, we have seen trade-marked brands and compulsory grade labelling for several years. Even the conservatives up there don't find it revolutionary.

Representative Halleck, sponsor of a resolution to investigate restrictions on brand names and newsprint, says that "Grade labelling is the opening gun of as sinister a move as could well be figured by the bureaucrats to despoil our economy for the benefit of the socialist system of production for use and not for profit. This lurking evil must be resisted at all costs."

Well, anyone who gave five minutes' thought to the problem would come up with many moves more sinister than this, and he could also find plenty of men and women who believe that grade labelling is quite *un*revolutionary, and that the advocates are not confined to "long-haired crackpots and visionaries with half-baked ideas."

Consumers Want to Know

The net result of the way in which the battle against grade labelling has been fought is that many more people have been added to the camp of those who question advertising claims and who believe that as consumers they are entitled to know everything about a product before they buy it. They have seen how many of the leading manufacturers of appliances and home furnishings are affixing minutely descriptive labels to their merchandise, and they can't see why they are not entitled to standardized information about fruits and vegetables which are packed in opaque tin containers and which cannot be examined until the can is opened in the home.

Since the great majority of the individuals in the groups wanting grade labelling are plain, ordinary citizens with no revolutionary ideas, it hurts, rather than helps, to brand them as Reds. Maybe some Reds want grade labelling, too—but if so, it is not the first time that either politics or economics made strange bedfellows. After all, John L. Lewis was in the Republican camp in the 1940 election: Does this make all Republicans John L. Lewises?

Chains Favor Labelling

Still another reason why name-calling isn't going to win the grade labelling battle and keep it won, is that so many important business interests are on the side of grade labelling. This is true of all of the chain stores of consequence with the exception of Safeway and First National. A. & P. offers 14 varieties of vegetables and 10 different fruits by grades, and Grand Union, Kroger and American Stores use the Government grading on most of their canned goods. Out west a group of 63 canners calls itself the United States Inspected Foods Educational Service, and every canner in the organization pays to have his goods graded and packed under the supervision of the United States Department of Agriculture. These canners advertise their service with the help of one of the big advertising agencies.

The O.P.A. decision to compromise on the grade labelling question by ruling that grade information must be given on the retailer's invoice and offered orally on request by the retailers to consumers when they buy will not satisfy the very large number of people who want grade labelling. Early this year *Parent's* magazine polled a cross-section of its subscribers, and discovered that 91% voted "Yes" to the question, "Would you like to be able to buy all commodities by grade, as Grade A, Grade B, Grade C, etc.?"

Many of the packers argue that compulsory grade labelling anticipates no quality beyond Grade A, and that everything that might go into a package of higher quality would command no premium in credit or price to the packer. To so argue that no credit would go to the packer is tantamount to saying that making a good product and advertising it accomplishes nothing. There *is* some danger that special wartime controls might make it impossible for the maker of the *best* product to charge any more than the makers of other A brands, but this point has not been outlined clearly to the public. The opponents of grade labelling cannot consider their battle won until they have given a really convincing answer to millions of people who have no sinister, subversive or revolutionary motives, but who ask this question, "If advertised brands are as superior as their makers say they are, why do those manufacturers get so hot and bothered about having their claims of quality certified by a Government agency?" They see it as a simple question like that. The complexities and fears in the minds of manufacturers are not understood by the public. It seems to be up to the manufacturer opponents of grade labelling to drive home the point that their objections are in the public interest and not just a selfish desire to enhance their own competitive position or increase their profits.

The U.S.E.S. Defines a Salesman

HERE IS A PARAGRAPH from the manual of the United States Employment Service, designed to guide employees who interview salesmen or who are asked by manufacturers to supply salesmen:

"Commercial traveler, salesman, road. Calls on prospective buyers in the retail market or on industrial consumers, and solicits orders for merchandise the selling of which requires no professional or technical knowledge (as opposed to Sales Engineer), but may require a trade knowledge based on familiarity with the product sold; attempts to interest prospective purchasers by showing sample articles or displaying catalog; points out the saleable features, merchandise, value, durability, economy or other merits of the product; quotes prices and credit terms; tries to complete sales with hesitant purchasers by offering reductions, giving information regarding the contemplated price rises, or obtaining the good-will of the purchaser frequently by entertaining him; takes orders, forwarding them to the home office; makes periodic reports of business transactions, keeps expense accounts, studies business periodicals and keeps informed of price changes and other market conditions; attends sales conferences and other meetings to exchange sales information. Usually operates within a restricted territory making periodic calls on customers."

It doesn't make a very convincing picture of a salesman, does it? Some will say that here again—as in the case of grade labelling which was discussed in earlier paragraphs—is evidence that subversive and sinister folks in Washington are minimizing the importance of salesmen because they wish to tear down the present structure of business. In a way, I wish I could believe this, because I like intrigue in battles, and I can see myself getting into an interesting fight with some long-haired Red (are they always long-haired?) who was trying to tear down a profession in which I have both experience and a monetary stake. Actually, I think the problem is much, much simpler. I think that the United States Employment Service is forced to employ some relatively inexperienced and incapable people—because of war conditions, and also because Government sal-

aries are low as compared to those in private industry—and that instead of there being any "plot" to destroy free enterprise, it is just a case of some well-meaning guy trying to write on a subject about which he knows little.

Instead of railing about Reds and bureaucratic visionaries, Kendall Mills, Inc., answer the U.S.E.S. by getting out for their own sales force a definition of a Kendall "field representative." Here is their definition—and thank you, Sid Chamberlain, for letting us have it:

"Calls on customers and prospective users and distributors in the jobbing and retail trades on diapers and nursery products, cotton, mosquito netting, cheesecloth and milk filters, or on industrial consumers who are public health or surgical dressings manufacturers, pharmaceutical concerns, research laboratories, miscellaneous industrial users and manufacturers of clothing, many of whom are working on Government contracts for shirts, blouses, uniforms, caps, coats, shorts; takes orders for above textile products, the servicing of which requires knowledge of grey cloth constructions, finishes, dye processes and put-ups for various uses over and above a trade knowledge based on familiarity of the products; helps plan schedule of shipments of material under an allocation program; helps advise on, put in contact with, or develop product or put-up to fit Government contract or bid requirements; gives information on priorities; secures priority ratings and Controlled Materials Plans allotment numbers; shows samples and points out merchandising or manufacturing features for the customers' benefit; handles complaints in the customers' plants; makes daily reports of business transactions, keeps expense accounts, studies business periodicals and keeps his customers informed of price changes, cotton and cloth market conditions; attends training courses at plant and other conferences to exchange distributive information; operates within a defined territory under Branch Office supervision keeping regular contact with customers and prospective users."

Significant Shorts

Packaging to Serve the Consumer. Friend J. R. York, of the Tulsa Newspapers, studied the O.P.A. price lists which ran in his own city and in Chicago, New York and San Francisco and was astonished first to find the number of items which the big-city housewives are familiar with that are unknown in Tulsa—and vice versa—and of the differing tastes as shown by the size of packages for which ceiling prices were listed. In New York City, for example, Kraft American Cheese, one-half pound, 23c, was the same price as in Tulsa, but whereas the New York City list stopped with quoting in half-pound lots, the Tulsa list gave one- two- and five-pound prices. In sugar the brands were different, and while in Tulsa the big sellers were five- and ten-pound cloth bags, the largest size shown on the New York City list was a two-pound bag. Tulsa even listed it in 100-pound lots. Mr. York adds, "There are reasons for all these differences, but the boys in O.P.A. must have had a headache trying to arrive at a workable plan, and their efforts to standardize were futile. American industry has packaged its products to serve the needs of the consumer."

Inflation in One Easy Lesson: If, through the pushing of John L. Lewis and others, we should allow inflation to get out of bounds, most of us would be ruined as individuals, and every business organization would face such maddening uncertainties in every item of its costs—and in its prospective sales—that the economic disorder would be beyond imagining. To our way of thinking, the best article on inflation was written by Harry Sherman, president of the Book-of-the-Month Club, under the title of, "Inflation in One Easy Lesson," in the April 17 issue of *Collier's*. It has been reprinted in booklet form by the Council for Democracy, 11 West 42 Street, New York City, at a price of 10 cents for single copies, and multiple copies at greatly-reduced rates. Many organizations are buying thousands of copies for distribution to dealers and consumers. Get a copy.

PHILIP SALISBURY

SALES MANAGEMENT

GOOD NEWS! More than 8 times as many

BOEING

FLYING FORTRESSES

were delivered in
1942 as in 1941

TOO AND BOMBING'S NEW COURTESY

Chart A

Chart B

Chart C

BOEING

DESIGNERS OF THE FLYING FORTRESS • THE B-29 • THE B-28 • THE B-27 • THE B-26 • THE B-25 • THE B-24 • THE B-23 • THE B-22 • THE B-21 • THE B-20 • THE B-19 • THE B-18 • THE B-17 • THE B-16 • THE B-15 • THE B-14 • THE B-13 • THE B-12 • THE B-11 • THE B-10 • THE B-9 • THE B-8 • THE B-7 • THE B-6 • THE B-5 • THE B-4 • THE B-3 • THE B-2 • THE B-1

A good example of bringing an annual report to a wide audience is this Boeing page which appeared in a long list of newspapers. Emphasis is on their *reduced earnings* (there can't be any charge of profiteering) and on the fact that *you* are Boeing's only customer today: *you* pay through taxes; the report is Boeing's report to you on how your money has been used.



Mark

CLARENCE MARK, vice-president and general manager of the G. Washington Coffee Refining Co., has been elected president. The election followed the acquisition of the company by American Home Products, Jersey City, N. J.



Bridges

CHARLES S. BRIDGES will serve as vice-president in charge of sales, merchandising, and advertising for Libby, McNeill & Libby, Chicago. Mr. Bridges started to work for Libby in 1923 as a branch salesman.



Becker

R. L. BECKER, seaboard district manager of the Aluminum Cooking Utensil Co., makers of "Wear-Ever," has been appointed a vice-president. Mr. Becker, who has been with the firm for many years, is in charge of sales.



Bell

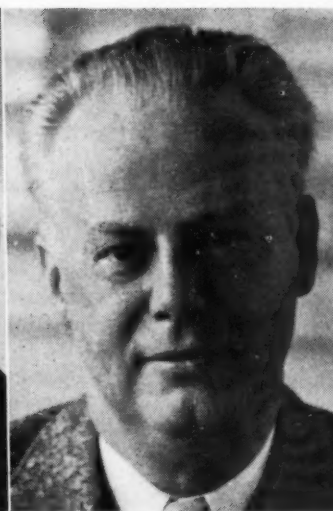
FRANKLIN BELL, advertising manager of the H. J. Heinz Co., Pittsburgh, Pa., has been elected to the board of directors of the company. Mr. Bell has been associated with the Heinz company for about fifteen years.

NEWS REEL



Kraft

JOHN H. KRAFT, executive vice-president of the Kraft Cheese Co., Chicago, will head the company as president, succeeding his brother, J. L. Kraft, founder of the business and now chairman of the board of directors.



Jackson

LESLIE H. JACKSON, executive vice-president of Stecher-Traung Lithograph Corp., Rochester, N. Y., has been elected president. Louis Traung, former president of the company, will serve as chairman of the board of directors.



DeBow

TOM DeBow has been appointed manager of the Advertising and News Department of Petroleum Advisers, Inc., New York City. This department handles the advertising of petroleum products marketed by Cities Service Co.



Brown

JAMES T. BROWN is the newly appointed general sales manager of John F. Jelke Co., Chicago. Prior to this appointment Mr. Brown served as assistant general sales manager and in various sales capacities in the organization.

Wanted: Better Sales Techniques For Tomorrow's Better Products

One way to cut the cost of distribution in the post-war era is to begin today to analyze our pre-war sales procedures with the same stop-watch precision employed by production men in time and motion studies. Once we spot our inefficiencies, we can cure them.

BY WILLIAM SCOTT PATJENS

*Sales Manager
New York Subways Advertising Co., Inc.
New York City*

WORLD WAR II is piling up some of the most serious problems sales managers of this nation ever have faced. Everyone knows that peace will dump into sales-managerial laps great opportunities, as well as some fundamental problems. A catalog of some of the developments in the sales field since Pearl Harbor would include:

1. The degree to which sales departments have been pushed out of the limelight. Production staffs are today's men-of-the-year. Accounting and finance have grown in stature; employment and personnel and legal affairs have moved up in importance; sales management—in some instances—is reduced to parceling out a curtailed volume already exceeded by demand.

2. The let-down in salesmanship which accompanies a sellers' market. Going through the motions of selling shortage-goods doesn't keep salesmen—or sales managers—in trim, any more than shadow-boxing is sufficient training for a pugilist.

3. The shrinkage in the sales personnel reservoir. All business—from neighborhood stores to great industrial corporations—has seen a steady drain of experienced sales people into the armed forces and war production. Some part of this loss is permanent. Those who return to selling will need a period of readjustment.

4. The fact that while so many sales staffs have been under compulsion to sell *less*, factory staffs have been learning to produce *more*.

On Armistice Day Number Two, therefore, hundreds of sales managers will be confronted by the task of (a) re-creating a hard-hitting sales force from raw or out-of-training material; and (b) finding ways and means to move a vastly increased potential production in spite of this sub-par sales

representation, disorganized distribution channels with fewer sales outlets available and, for some companies, a buying public grown accustomed to substitute merchandise. Adding to the complexity of the situation in many lines will be competition which did not exist before the war. Of one thing I am convinced: If sales management is to keep pace with production after the war, a far greater degree of scientific study and intensive control of salesmen's activities must enter into post-war selling than ever before.

Have You the Answers?

Here are some questions which sales managers as a group might well ask themselves:

In the past 20 years how much have we reduced the cost of personal selling, and by what method?

Have we subjected our sales work to the type of intensive study and analysis which moved production out of the costly craftsman stage into the economies of standardized output?

By procedures comparable to motion studies in factories, have we discovered how to start out newcomers to do the sales job most efficiently, instead of letting them waste their own time and their company's money in needless experimentation?

Have we too complacently accepted the limitation that "Salesmen are born—not made?"

In many ways, sales management has been conducted by the same method as that of a theatrical producer who, on deciding to stage "Hamlet," hired his cast, furnished each member with his lines as Shakespeare wrote them, and then said, "There, that will give you the general idea but, of course, I don't expect you to follow it word for word. You'll want to use some of your own phrases

and be free to vary the lines from performance to performance according to the response you're getting from your audience. What I want is results. How you get them is up to you!"

Could "Hamlet" or "Life With Father"—or even a popular musical comedy—survive such treatment, much less get across to an audience? No, stage successes aren't achieved that way!

In the case of a new venture, playwright, producer and stage manager put the cast through endless rehearsals, whittle down lines at one spot, build them up at others, test out different phrases and inflections, and study each gesture until they find the combination that most effectively creates the impression desired. Then, once the show proves itself a box-office success, the lines stay "as is." Stars, supporting cast and understudies stick to the lines without choice and without deviation. The point of this analogy is, that in getting a stage production over to the audience, the timing and the sequences are of equal importance with the plot.

The president of a large corporation, upon returning from a trip with one of his better salesmen, recently volunteered this observation: "I'll freely admit that I was repeatedly disconcerted by our salesman's presentation of our story. Not twice in the entire week did he describe our service in the same way. Never once did he tell our story completely. Never

About the Author

William Scott Patjens has won his laurels as a seasoned sales executive in a school of experience covering several fields.

He attended Columbia University. After two years with advertising agencies, and several years personal selling of food and drugs, he progressed to top-notch salesmanship with *The American Weekly*. As eastern sales manager of that publication, he was the youngest of twelve executives chosen by the Sales Executive Club of New York for outstanding leadership.

Mr. Patjens is now sales manager of the New York Subways Advertising Co., Inc. Here he exemplifies some of his management methods in such concrete form as the use of a verbatim sales talk, phonograph records and the appearance of the refreshing Miss Subways.

once did he observe any continuity. Yes, he took some orders, but I can't believe that he ever has, or ever will, sell up to his possibilities under such a hit-or-miss procedure."

If you think this president's experience unique, I refer you to a recent report on sales management made before the American Management Association by Donald R. G. Cown, Republic Steel Corp., when he highlighted this shortcoming:

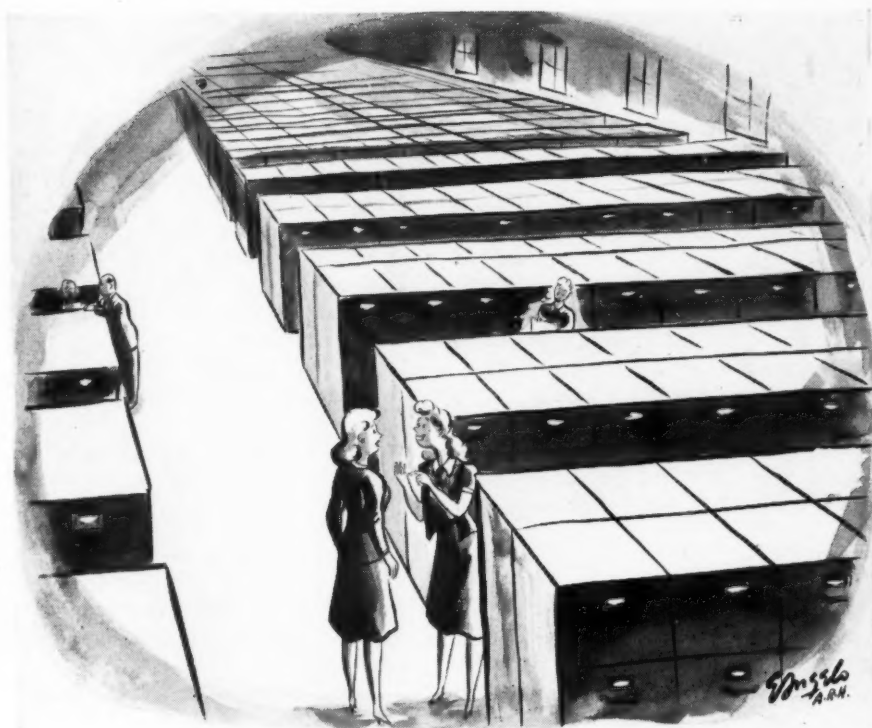
"In one company, sales supervisors, as a group, listed 93 factors which they thought important in an interview. The actual study, however, showed that the effective elements could be reduced to nine. Furthermore, it appeared that many of the salesmen's interviews contained no favorable elements, many of them only one or two elements, and even the best salesmen were limited in their use of them. By proper training and use of these nine points, this concern has since improved its business. A more thorough study in another company of nearly 5,000 interviews representing the efforts of many different salesmen disclosed a similar set of factors peculiar to that business. None of the favorable elements was found in 27% of the interviews, one element in 25%, two in 26%, three in 17% and four in only 5%. Notwithstanding this, the orders obtained in interviews where four elements were practiced were nearly five times greater than those obtained where none of the elements were practiced."

Patterned Presentations

After all, whether you are dealing with veteran or novice salesmen, is there any reason to believe that each man on your sales force is individually capable of formulating the most sales-effective presentation of your merchandise? Can every one of them be counted on to do the merchandise justice in uncontrolled, improvised descriptions, varying from call to call? If you know that Point A should be driven home before Point B enters the discussion, should any salesman be allowed to reverse the order?

A few years ago the XYZ Company was promoting a relatively new specialty for home equipment. Local consumer-selling was in the hands of low-paid salesmen of mediocre ability employed by the company's distributors, who were consistently stymied by the fact that the device had inherited a reputation of being "expensive" to use. Whenever the cost question was raised early in an interview, the decision was against the salesman.

To surmount this cost hurdle, the



"First you look under WPB, then the OPA, and if you're still stuck, it's probably under 'Red Tape — Miscellaneous!'"



XYZ Company produced a portfolio and taught local salesmen to read the text aloud while the prospect looked at the explanatory illustrations. The topic of cost was reserved for the end; but, before it had been reached, the portfolio had skillfully emphasized all the equipment's conveniences and many money-saving by-products. Whenever, in an early stage of the reading, the prospect interrupted with a question about cost, the salesman was instructed to say, "That's covered in the last three pages and you're going to get a pleasant surprise."

Armed with this patterned presentation, these previously disappointing salesmen began making sales records which, in some instances, approached figures which had once been reserved for the company's direct, full-time salesmen.

In the year before Pearl Harbor, a large Detroit automobile manufacturer decided to make a re-study of its sales practices. The first innovation put to the test was a patternized presentation worked out by the best sales brains in the organization. To test the new technique, young men who had never sold the company's type of product were hired, including some who had never held down a sales job. After rigid schooling in the presentation, they were impressed with the fact that the purpose of their employment was to test a basic idea and that, on every initial interview, they had no option

as to what they could do. Make or lose the sale, they must adhere to the routine which had been established.

The results? *Decisive.*

The beginners went into a territory in which veteran associates were working and, almost without exception, excelled man for man the veterans who were using their own choice of tactics. Only the elimination of the company's products from the civilian market prevented wholesale conversion of the company's sales methods.

The principal value of motion study in factories is that it raises the standard of output of all workers on the same operation. Argue, if you like, that the machine age has increased production—that selling is dependent almost entirely on the physical limitation of manpower and the ingenuity of salesmen. If you do argue along those lines, please account for this fact: Coal mining is dependent almost entirely on manpower. Few machines are used in the process of actual mining—yet, in 1918, this industry with 615,305 men produced 579,386,000 tons. In 1942 with less men (only 453,000 men), the industry produced 585,000,000 tons. In other words, the production was stepped up from 3.78 tons per man per day to 5.25 tons per man per day. Some of this increase is due to more efficient machinery, but most of it is due to an increase in the efficiency with which the miners were trained

and how their work was organized.

Patternized sales presentations apply the same technique to selling in order to increase the number of sales representatives who can be profitable both to themselves and their employers.

Furthermore, they equip salesmen to utilize a selling strategem which comparatively few will employ on their own initiative—the element of histrionics or drama. Salesmen who, because of self-consciousness, would never of themselves develop a skillfully stage-managed sequence of words and actions, slough off this reluctance once they know that their fellow salesmen in the organization are making drama pay out in orders.

Facts for Doubters

It is safe to say, I think, that patterned selling has never been welcomed by an existing sales force. Its critics set up an array of objections:

"It hampers personality." Not at all! A patterned presentation is given only once to any one prospect. Further cultivation depends, just as formerly, on individual skill, tact and initiative of the individual salesman.

"Old Customers Will Laugh At Me." Not if you handle it properly! An ably coordinated presentation is much more interesting to listen to than a catch-as-you-catch-can sales talk and is more efficient in its use of time for both the prospect and salesman.

"You'll never get Old Sam Smart to use it." Maybe not at the start-off, but will old Sam Smart stay off the band-wagon when Young Sam Smart begins to outsell him?

"It's swell for some lines, but it won't work in our field." Why not? Don't you too use words to describe your goods? Won't the *right words* in the *right order* do a better job than a haphazard assortment selected at the changing whim of each salesman? (Don't forget that Elmer Wheeler made a tidy fortune for himself by proving the power of "Tested Selling Sentences.")

"This isn't the time to consider it." Watch out for that one, sales manager. Actually there are four reasons, all-important, why this is most certainly the time to start action.

Without previous experience in building a presentation, a sales manager may need to call in the services of outside counsel. I know of one sales manager who built a master presentation of his product with the assistance of research men and the production men in his plant. And he even engaged a well-known theatrical organization to insure the proper dramatics and showmanship for his

sales story. He finally launched a story which not only benefited his own company, but actually helped his entire industry.

Now is the time to start that intensive personal study. A top-notch presentation can not be batted out over a week-end. It calls for serious study. Its preparation is closely comparable to writing a play. Moreover, the preliminary versions probably will need painstaking polishing after "trying it out on the dog."

Even after it is finished, you'll face the task of bringing the doubters and outspoken objectors into line. They will want convincing evidence, and it will be up to you to see that they get it.

In the hurry-scurry for business when peace is won, you will have zero time for the tasks outlined above and you will want your men out on the road—not back at the home office in a training school.

Now is, therefore, for two reasons, the time to get your spade work done and the seeds planted. First, you will show your men that you plan a big job for them when peace comes. That in itself is a morale builder. Second, if your company is oversold, there's no better period to try out your initial version of a patterned presentation because your company won't suffer if that first version doesn't prove to be as good as it should be.

The fundamentals of the job of standardizing should not be difficult if

a sales manager will review and analyze carefully for his own company and product, the four basic factors necessary to all successful selling, and evaluate each as to its relative importance in his company's individual case. These four fundamentals of good selling are:

1. The institution—its name and purpose.
2. The merchandise or service—the broad picture of what is being offered.
3. The specific benefits to the user—in persuasive detail.
4. Servicing—the precautions which will be taken to assure the buyer's continued satisfaction.

It may be that you think that your present customers are completely familiar with these basic fundamentals. But don't leave that point to "guess-timate." A survey will probably weaken your complacency and convince you as it did the company president quoted in an earlier paragraph, that your products story has NOT been told as completely, as consistently, or as intelligibly as you have assumed.

When sales managers correct that situation they will have gone a long way toward creating a more efficient sales staff. The method has already been proved by John H. Patterson of the National Cash Register Co., who was a pioneer in scientific selling and left behind him one of the greatest business monuments in the world.

About the Pictures on the Facing Page:

1. Mrs. Housewife studies the "Use Food Wisely" message emblazoned on the glass milk bottle she holds. The bottle is one of many now carrying conservation appeals. This one urges the housewife to plan meals carefully and to avoid waste. Bottle by Owens-Illinois Glass Co., Toledo.

2. Metal shoe trees are scarcer than No. 17 ration coupons. Manufacture has been stopped, and demand for shoe trees has soared. J. L. Sommer Manufacturing Co., Newark, N. J., has introduced a new tree made entirely from non-essential plastics supplied by the Brown Co., New York City.

3. Homemakers who purchase Grandma's Old Fashioned Molasses now find themselves with a handy kitchen-use recipe label as well. It's a label which has five recipes on the front and ten on the back. When detached it can easily be folded three ways into a recipe booklet for the kitchen.

4. Victory gardeners have welcomed this guardian for hoped-for, hard-to-grow, vegetables. A cotton mesh Flex-O-Glass window, laminated on both sides with Lumarith, prevents cold and rains from entering, yet transmits the ultra-violet rays. Manufactured by Wood Necessities, Inc., New York City.

5. Postum cereals soon will appear on grocers' shelves in a new package designed to correct the impression among housewives and potential Postum drinkers that Postum Cereal is a prepared breakfast cereal. The new carton emphasizes the word, "Postum," and minimizes cereal beverage.

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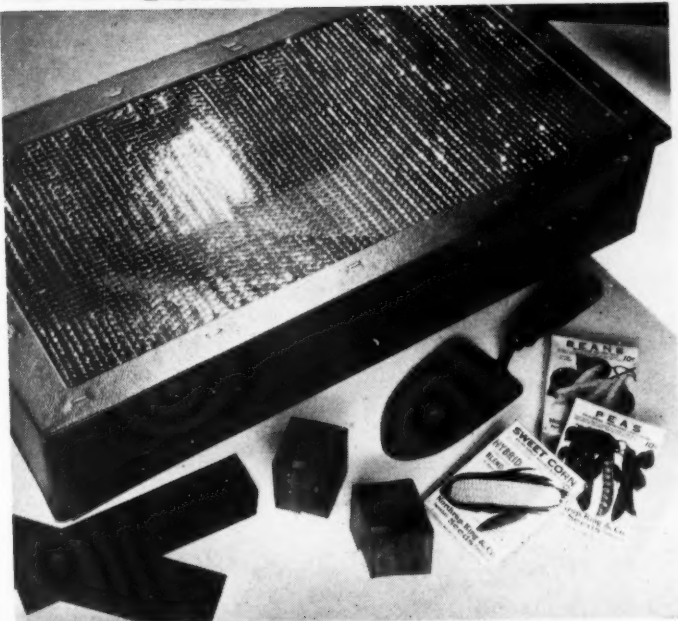
Products & Packages For Wartime



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12 Errors to Avoid in Planning Your Post-War Sales Training Program

When the war folds up, marketing directors will face no single problem bigger than the one of rebuilding the sales organization. Much of the groundwork for that job can be laid today. This article warns against common pitfalls in training procedures.

BY WILLIAM RADOS

*Secretary-Treasurer
National Society of Sales Training Executives*

(This is the seventeenth of a series of articles on various phases of post-war planning which have appeared in *SALES MANAGEMENT* since last September. For a complete list of previous articles, see SM, June 1, 1943.—The Editors.)

SOME companies that did not have sales training departments before Pearl Harbor have created such departments since then. A number of companies in such varied fields as tires, business machines, surgical supplies, and office equipment have expanded their sales educational activities since Pearl Harbor. A substantial group of companies in all fields, from foods and meat packing to the heaviest of industrial equipment and such intangibles as insurance, have continued their established departments on approximately the same scale as formerly. Many companies in the gasoline, automobile and specialty fields that have "nothing" to sell and therefore "don't need any salesmen," are continuing their sales training departments.

Why?

The top companies in an industry have a *position to hold*. Their competitors have a *position to gain*. The

fellows who are in fifth or tenth industry position know that, come V-Day, everyone will start from scratch. All alike—Mr. Pre-War Big and Mr. Pre-War Little—will have a crack at top position. It is predicted that when we look back five years after V-Day, you will note that some big organizations somehow will have failed to recover, while some small outfits will have mushroomed. And some firms nobody ever heard of before will be up there with the well-known names getting a nice share of the cake.

And this situation, this opportunity for some, and headache for others, will appear in all stages of the vertical distribution channel—manufacturing, wholesaling and retailing. Gimbel's will still compete with Macy's. McKesson and Robbins will still sell to drug stores in Liggett areas. Ford will still compete with who knows what cars and planes. So, sales managers who see beyond their immediate problems are quietly but thoroughly taking this period to do something they always have wanted to do but never had the chance—overhaul and

brush up their sales training activities.

Now in overhauling and in forward planning, two general types of problems become apparent—policy problems and techniques. You will build back a sales organization. It will consist of three types of men, and therein lie the problems.

Problem 1. Rehabilitation of Ex-Service Men. You must take back your former salesmen. Suppose they all return, all physically fit and want to go back to selling. How will you recondition them to the normal world of buyer and seller? They have been taught to kill. How will you help them readjust themselves back to the relatively humdrum routine of the order book? A lot of problems are involved.

Problem 2. Making Salesmen Again Out of the Men Who Stay With You During the War. The salesmen, or sales executives, who stay throughout the duration will be the foundation on which you will rebuild your post-war organization. Even if they have not written orders since France fell, they still will be the only men you have left who will be informed on your customers, on the product you have continued making or the product you have been planning, on your policies and on your personnel. When V-Day comes undoubtedly one of the first assignments of these men will be to resume active selling. It will take less training to equip them to become productive salesmen once again, but it will take *training*. So a streamlined get-set-and-go program

What Will You Do About Training These Men After V-Day?

1. The new men, fresh from the schools and colleges, who will want to learn to sell the post-war way, men who never have sold before?

2. The duration man, who will have carried you through the wartime seller's market and who will be the nucleus of your get-set-and-go program after the Peace?

3. The service men, who will want to return to their profession of selling after surviving the stress of war, men who may have to be taught to sell all over again?

Photos by Ewing-Galloway



3.

will be needed. Time will count. These men will have to go almost immediately.

Problem 3. Expanding with New Men. By Victory Day, there will be precious few practicing salesmen left in America. Yet, it may be wise for you to plan on an organization which ultimately will be larger than anything you have thought of before. If we are to have a busy, employed, happy nation after the war, sales volume after this war must make previous records look like pikers. So your share possibly may be a bigger sales organization to sell the expanded production of a bigger factory employing more workers than you have had before.

All right, you have the ex-soldiers and the duration men. You have new men, either fresh from the services or youngsters from the schools. Whether they are school boys with no previous sales or business experience or ex-service men whose previous experience was with your competitors or in allied fields, they will need much fundamental training on your products and the techniques of selling. Who will train them? Not your ex-service employees. Not your duration men. They'll be too busy writing orders. Not your executives. Assign some one qualified person to act as your training man. That's another policy to establish before war ends.

Five Programs Are Needed

1. **A Streamlined, Break-In Training Program Built Around a Selling Tool.** During this war we have learned how to train factory operators by stripping away everything except the bare requirements of the job. Similarly post-war we will be able to convey in a few hours the bare essentials of selling procedures and product information and back it up

with a sales presentation book, model, etc., so a salesman will not have to sell barehanded. The streamlined course must be followed by more comprehensive courses, but in the meanwhile its purpose is twofold.

(a) It quickly gets a salesman back into selling again.

(b) It reduces the percentage of near misses. The right kind of break-in course, although brief, contains enough practical information, supplied in visual form, to turn failures into orders.

2. **A Rehabilitation Program** for your ex-service men only, to return them to the ways and thinking of civilian life. Give them your streamlined training course, yes . . . but also include means to help them back to normal. Possibly a psychologist or a psychiatrist may give you some helpful advice in carrying out this part of the program. Certainly do not overlook this aspect.

3. A Recruiting Plan.

(a) Provision to *attract* the right number of the right kind of men.

(b) Means of *selecting* those most likely to succeed.

Here is the plan developed by one nationally-known organization:

1. *A preliminary application form*, very brief, designed to determine if the candidate has the necessary qualifications. If so, he receives a brief interview merely to confirm the data submitted on the form and to arrange for the second interview. He is given a comprehensive application form to bring back with him.

2. *Judgment interviews:* At least two sales executives separately interview the candidate, each guided by a standard set of questions. The interviewers record their impressions on a "judgment" form. The applicant is given whatever time is necessary to

thoroughly explore his background and interests.

3. *Tests:* A 20-minute intelligence and 10-minute sales judgment test is given. In addition, the man who claims previous experience in the industry is given a 10-minute "industry" test, which by means of 50 carefully selected "true" or "false" questions determines his grasp of the product, industry practices and policies. The intelligence test is a standard "psychological" test, and the sales judgment test poses questions respecting problems arising out of typical "steps of the sale." In addition to these written tests, the applicant is given 20 minutes in which to attempt to "make a sale" of any product he wishes to the interviewer.

4. *Past history check:* Knowing that the usual request for references often brings polite but vague replies, a special procedure has been worked out aiming at getting specific information regarding the applicant's previous history.

The tests outlined above also will be given to the ex-service men and the men who stay on during the war. It is planned to repeat the test for the entire sales organization a few months later, meanwhile considering everyone on temporary assignment until by testing and actual performance more definite judgment will have been reached.

4. An Extended Follow - Up Training Program Comprising Two Divisions.

(a) More detailed information and instructions regarding your product and how to sell it. This, for all hands. This program might well take the better part of a year in the form of a series of meetings or a series of bulletins or a home study course or combinations of the foregoing. It is especially important that during the first

six months or year of return to peacetime selling, continuous training be carried on not only in products and policies, but in the best ways of overcoming the new selling problems which will arise from week to week.

(b) A means of developing each individual to the maximum of his individual abilities. Here, well-worked out aptitude testing and vocational guidance may play a part. Incidentally, don't confuse this with anything ordinarily done pre-war, because only a few sales organizations ever went far in this direction in a formal, organized way. When approached thoroughly, this policy develops each individual by correcting his areas of weakness, capitalizing on his areas of strength. It builds morale as well as sales.

5. A Program for Training Managers in Management. Your managers, new or old, will be rusty on managing salesmen. New managers may have the Army habit of telling, instead of selling, a salesman. So you'll need a program devoted to **HOW TO BE A TOP-NOTCH MANAGER.** If you have such a program, you will increase the management standards and abilities of your home office and field executives. If you don't have it, you won't have a standard.

Training men have learned by hard-won experience that certain things make a program click; other things make a training program flop. To make sure your plans for post-war training will result in utmost production, make sure you avoid the following common failure-chestnuts:

The Basic Training "Don'ts"

1. Don't Train Merely for Training's Sake. Training is a short cut to something, not an end in itself. Decide upon your objectives which may be such typical ones as (a) re-establishment of position before competition; (b) achieving a certain sales volume quickly on a new model, or other untried product; (c) making your sales volume pay a profit within a certain period; (d) finding and holding an entirely new set of customers; (e) gaining position in certain markets. Whatever your objectives, agree on them, marshal all marketing and other tools at your disposal—including sales training—and build each tool to play specifically its share in the attainment of the objectives. Courses that aim at "general improvement" don't get far. Their goal is too vague. Be specific.

2. Don't Plan Too Narrow a Training Course. Don't stop with

product description. Include *all* elements which make up the salesman's work day. He has such problems as (a) getting on good terms with customers. (b) Use of the right approach, right presentation, right closing techniques. (c) Solution of problems involving unusual situations and different personalities. (d) Making best use of his time. He also may have reports to submit, meetings to attend, meetings to conduct, extending counsel and guidance to customers, setting up merchandising plans for accounts, carrying out service work. Whatever the duties of his job—train him in all of them. Narrow courses teach product only and how to write an order. Broad courses teach a man how to do his job well.

3. Don't Overlook Renewal of Faith in Private Enterprise System. As citizens and voters, your men will be an important part of the free American economic system. Freedom to produce, freedom to sell, freedom to buy. It's not perfect. Neither is any other system. But we like it. And as salesmen we're part of the system, so let's be proud of its good points.

4. Don't Be Wishful With Mature Men. Don't let your course be someone's idea of what an ideal salesman should be. Build your program on the thinking *your* men can accept; the things they can and will do; the problems they face. Make it practical.

5. Don't Put an Academic Dress on Your Training. The desire for self-improvement through formal study burns very low in the breasts of most people. Unfortunate, but true. Your training is not broad, liberal scholarly education—it is vocational training. You're running a trade school for salesmen, not a college. Your manager training is professional in caliber like a Law, or Medical School as contrasted with a Liberal Arts College. So avoid academic terms, atmosphere, appearances and materials. Borrow college professors—helpful as they may be—only after due consideration.

6. Don't Spend Your Entire Training Budget on Recruits. Veterans need periodic re-education and re-stimulation. Each campaign, each new product announcement, each seasonal drive can have its accompanying training activity. Your non-selling departments will cooperate better with sales if they know what it's all about—so invite them to attend. And have them reciprocate, when they hold their departmental training affairs. If you have several branches

of regions, spend a sizeable portion of your training budget on the branch personnel who will act as part-time or full-time local training supervisors. Bring them in for an initial school in the techniques of sales training. Supply them with trainer's manuals. Bring them back once or twice a year for periodic advanced training in the little-known art and science of modern sales training. Have them attend some of the conventions of the National Society of Sales Training Executives. Spend a good piece on manager training.

7. Don't Fail to Dramatize the Value of Self-Improvement. Appeals for self-improvement for sake of mother, home and kiddies are all right, but dramatization creates more interest. Pay off for real improvement in a real way. Honor clubs, contests, plaques from the President, college scholarships, buttons, membership in limited clubs, committees, etc.—these offer a world of ideas.

Caution—don't pay off solely for achievement. Make achievement 80% of the requirement, but the other 20% must be the completion of a stiff course of training.

8. Don't Leave Your Salesmen Out of the Planning and Participation. Have your salesmen draw up a list of subjects to be covered in the training program. Have them contribute their own procedures, sales-making points, answers to objections, methods of introducing new numbers, breaking down indifference, and the like. Have a committee of salesmen periodically review your training program. Set up devices to stimulate salesman participation. Quizzes, contests and all the familiar devices can prove enormously valuable, especially when given a new twist. You'll benefit greatly when your salesmen can feel that they have a hand in the making and the conduct of your sales training program.

9. Don't Overlook Development of the Individual. After you've accomplished your en-masse training objectives, continue with individual attention. Each of your good men will have some weaknesses which, if corrected, would make them even more valuable. The line between average men and toppers often is merely a better understanding by each individual of his capabilities and limitations. Poor men often can be salvaged by transfer to another department or boss. No space here for details, but ask your personnel man, your vocational high school or college counsellor. Read

something in that field and you'll be enormously and profitably stimulated. Smart salesmen always have done some counseling, but the possibilities to business are endless when approached more fully.

10. Don't Neglect Field Training. Don't spend all your training dollar on schools, manuals or meetings. Spend a liberal portion of your training appropriation in field training. Have a qualified training supervisor work with the trainee on calls. Make periodic field trips with trainees and record their progress. Personal coaching with a man on the spot where sales are made is an important—and often neglected—part of an effective training policy.

11. Don't Ruin Potentially Good Managers by Neglecting Their Training. One of the neglected opportunities in sales training is the manager who stands between top management and the salesman. See that he learns the techniques and the spirit of good management. Make up a one-year's program which every new manager must follow. Management conferences, college courses—where convenient—home study courses, your own company manual for managers, subscriptions to SALES MANAGEMENT magazine, membership in local sales managers club—these are some of the elements out of which you can make better managers. Typical subjects in field manager training programs: human relations, dealer or jobber relations, legal and public relations, union relations (if salesmen unionized) market analysis, budgets, planning, training and personnel procedure. Especially have a course for the new manager's critical first few months while he is still in the transition stage from being one of the boys to being a boss.

12. Don't Overlook the Conference Method of Training. This technique works especially well in manager and veteran salesman training. It consists of small groups (not more than 15) sitting around a table, conferring on mutual problems. Not flashy, but sound.

The task of preparing post-war sales personnel plans and policies is actively progressing in many companies—large and small, national and local, retail, wholesale and manufacturing.

Although the war probably will not end tomorrow at 3:15 P.M., unless plans are made, peace will catch many sales organizations badly off balance. And in the scramble of the transition

period they will end up with many half-baked, superficial expediences which cannot prove effective against the better preparations of competitors. This duration period may be the only time for study and reflection given to sales executives during their lifetimes. Take only one example: Suppose you want to look into aptitude testing. It will take you six months to meet the leading consultants, to collect and read the literature, to call on companies that have had extensive experience with testing, to draw up a report. The next twelve to eighteen months you will spend trying out tests on an experimental basis.

That's only one part of an overall plan of recruiting, training and developing salesmen and managers. So start now. Make your plans. Review them

every six months and when the war ends you will be in a position to immediately play your part in a return to a better America.

Today the primary obligation of each one of us is to contribute all personal abilities towards the winning of the war. We, who are not in the fighting services, must do all that we can as individuals and as representatives of private industry, to back up the men who are fighting so that our American system can go on. But when they come back, victorious, we still will have an obligation to them: to fit them back into an America that will have been worth their sacrifices.

That, in the larger sense, is the fundamental reason we are now planning and preparing for a better, more effective private enterprise to come.

Campaigns and Marketing

Batter the Axis

Featuring the rolling pin as another woman's weapon to help batter the Axis, the second in a series of Pillsbury Flour Mills Co., Minneapolis, advertisements on wartime food problems are appearing in national magazines and a number of metropolitan Sunday newspapers. Copy again encourages American women in their work on the home front, and urges them to make their share of the food supply do the best possible job. "We can't go on a spending spree with our precious ration points. But plenty of food never did, in itself, mean plenty of nutrition. It's what we do with,

what we've got, that counts. That means making a little food do a lot. . ."

Women Wanted

Companies in manpower shortage areas are concentrating through advertising on recruiting large numbers of women into the shops. Appeals are directed to all women of varied economic and social status.

In an effort to get more women to work in their factory, Jenkins Brothers, valve manufacturers, Bridgeport, Conn., are running full-page display "Help Wanted, Female" advertisements in the Sunday Bridgeport *Herald*. Copy is signed by Doris Nicholas, society editor of the paper. The first advertisement was illustrated with pictures of women from all walks of life. In chatty style, Miss Nicholas appealed to those with diamonds as well as those with washboards to get into war work.

The War Advertising Council, formerly known as The Advertising Council, New York City, is cooperating with the War Man-Power Commission and the Office of War Information in launching a campaign dealing with the womanpower situation. The campaign places considerable emphasis on the necessity of replacements in essential civilian jobs. While in the public mind a war job for a woman is synonymous with what one observer calls "Rosie The Riveter," the most pressing and far-spread need for women workers is in essential civilian jobs. J. Walter Thompson, New York City, is in charge.



Pillsbury calls women of the nation "to arms," and points out that the war on waste is an important battle front.

[illegible]

A Potential Ad Giant

The advertisement recalls the milestones in the development of electronic television, and brings up-to-date the wartime accomplishments.

The impending campaign will encompass newspapers all over the country and a long list of general magazines and business papers. J. Walter Thompson Co., New York City, handles advertising on the electronic television division of RCA.

Companies continue to utilize a large part of the advertising budget for advertising to point out to former customers, dealers, distributors, and users the company's contribution to the war effort. Goodyear Tire and Rubber Co. (N. W. Ayer & Son, Inc., Philadelphia, agency) is running a new full-page, four-color campaign describing the variety of war uses to which Goodyear-built equipment is being put, and the extent and range of Goodyear resources and skills. Schedule includes leading national magazines. . . . Ford Motor Co. (Maxon, Inc., Detroit, the agency) continues the program started the latter part of last year, designed to acquaint the reading public with the extent and progress of the company's war effort. The campaign calls for a two-page spread advertisement, "Powered by Ford! The Nation's No. 1 Producer of Heavy Rated Air Craft Engines delivers Power Plants by the Thousand for Bombers, Fighters and Cargo Planes in Action All Over the World," run in national magazines on a staggered schedule; and a full-color, full-page adaptation of the ad is also scheduled for *The American Weekly*.

The Future Starts Today

Braniff Airways, Inc., Kansas City,

Two consumer markets that are due for phenomenal post-war expansion are FM radio and recorded music, is the belief of General Electric Co.

Aimed at both is the current G-E four-color, full-page magazine advertisement entitled, "First step in your child's musical education . . . an FM radio phonograph," which features G-E frequency modulation combination sets. Copy is based largely upon child appearance and children's records, and the art treatment features an appealing color photo close-up of a little girl with a fanciful background of scenes from childhood legends and fairy tales. The schedule includes national magazines. N. W. Ayer & Son, Inc., Philadelphia, is the agency.

NIAGARA OF CHEAP POWER



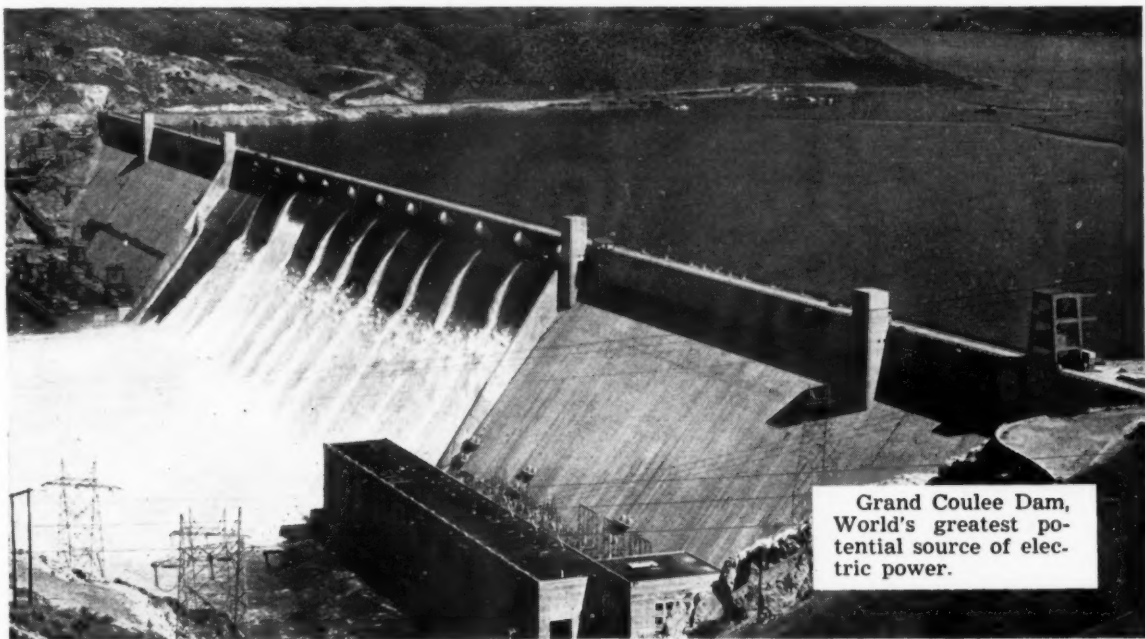
NUT and BOLT used in constructing one of the giant generators at Grand Coulee Dam—weight 193 pounds.

In October, 1941, the World's greatest potential source of electric power, Grand Coulee dam, was completed—generated nearly 2 billion kilowatt hours of energy in 1942—will be producing as much power for the nation by the end of 1943 as Niagara Falls—before long will treble that.

As a result of Grand Coulee's cheap power, and with the protection of the Cascade range of mountains to the west, the Spokane area has experienced extraordinary industrial and military developments. The Aluminum Company of America and the Electro Metallurgical company have built and are operating in Spokane County great new plants which cost over \$100,000,000, making Spokane an important light metals producing center almost overnight. In less than 12 months Spokane County's civilian population has jumped 21%; the number of its wage earners 28%. For the first quarter this year building construction in Spokane gained 95% over last. February, 1943, department store sales were 56% ahead of February last year. Bank deposits are up 49%. In a year the country's second largest Naval Training Station, representing an investment of \$45,000,000, has been built on Lake Pend Oreille, east of Spokane. Air fields have been expanded, great supply depots built, a 1,500-bed army hospital constructed.

Defense contracts let for the Spokane area total from \$325,000,000 to \$375,000,000; and several hundred millions more in contracts are soon to be let. All of these striking developments are in addition to the Spokane area's great basic industries—lumbering, mining and agriculture—each of which has felt the stimulus of war demands.

Because Spokane is over 300 miles from any other city of comparable size, the residents of Spokane and 522 tributary cities and towns look to Spokane's great dailies for complete, accurate news of the war, as well as for the news of their own communities. These dailies are the dominant means of making sales in this distinctly different market, which is contributing tremendously to the war effort.



Grand Coulee Dam, World's greatest potential source of electric power.

Spokane Daily Chronicle

EVENING

the Inland Empire Like the Sunshine

Color Representatives, SUNDAY SPOKESMAN-REVIEW—Comic Sections: Metropolitan Sunday Newspapers, Inc.

Co-op Radio Clicks for Fair-Trade Drug Products in California

Manufacturers bear the cost of this four-station campaign in behalf of 2,700 retail druggists. A "synthetic" organization made up of representatives of three retail associations, eight wholesale houses and eleven store owners insures cooperation at the retail end.

AFTER various backfires in the past, California independent druggists have now developed a radio program that clicks for the dealer, the manufacturer, and the public.

Tested during the past two years by a program on one station, KFWB, Los Angeles, it now goes out over four stations covering the entire state. The other stations are KHJ, Los Angeles; KYA and KSAN, San Francisco. It is a 15-minute news summary, interspersed with commercials, and is on a staggered schedule, running from Monday to Saturday, at hours ranging from 7:45 A. M. to 5:15 P. M.

There are 2,700 independent druggists in California, and the commercials stress the pharmacist's professional standing, the convenience of shopping near one's home, the fact that the independent dealer's stocks are wide, and that his knowledge of his merchandise is helpful. Also, on each program, one or more branded products are given attention, particularly if there happens to be a special sale staged by the manufacturer.

Manufacturers Bear Cost

The cost is borne by manufacturers, and only cooperation is asked of the retailer who receives bulletins telling him what's ahead, such as information about a special one-cent sale on a given product. The retailer then arranges displays with material supplied by the manufacturer, features the product in such printed advertising as he does and competes in War Bond window contests conducted by the Voluntary Advertising Committee of the Independent Druggists of California.

Voluntary Advertising Committee of the Independent Druggists of California is a "synthetic" association, organized for the purpose of radio advertising. It is made up of the secretaries of three retail associations, eight wholesale drug houses, and eleven retail store owners. It assures the retail cooperation that influences manufacturers to participate in the advertising.

For years, California independent druggists had dreamed of a radio program devoted to the independent stores, and from time to time have formed local groups, of a dozen to twenty retailers, using local radio time, and seeking manufacturers' financial support. But, naturally, these groups were too small to count much in distribution, and the manufacturer who gave his support was bothered by other groups of the same limited scope—even if by sheer numbers they gave wide coverage, the detail of dealing with so many separate groups was a handicap.

For Fair-trade Products Only

With a single organization covering an entire state, the manufacturer's attitude is different. He can buy wide coverage, through a single organization. He wins dealer cooperation, and would probably be glad to cooperate with other state-wide groups as well organized.

That such advertising pays the manufacturer is shown in the fact that none who have used it to date have withdrawn. There are at this moment eleven of them, about evenly divided between regional and national products, medical and cosmetic.

Only fair-trade products are accepted, to assure the independent retailer of price equality in his chain competition; that is, the manufacturer not only cooperates financially, but sets and maintains the retail minimum price at which his product shall be sold, under the state fair-trade law.

There have been instances of manufacturers wanting to use the program, but automatically barred because their products were not fair-trade. In one recent instance, a national manufacturer who learned that his chief product was barred, because not fair-trade, used the program for another product that was, and with good results.

For the manufacturer, such advertising lends itself flexibly to all types of special events, such as the introduction of a new product, the adoption of a different package or price

range, and, more than all, the buttressing of retailer support for a special sale.

It always has been a handicap, in special events, like a one-cent sale for a week, during which a second package of the product is sold for a penny after the purchase of the first package at the regular price, that many independent druggists did not cooperate. Their sales would be too small to be worth the bother. Chain stores received the bulk of the business because they supported such sales in their own advertising; and the public assumed that the sale was on only in chain stores. The isolated retailer had no way of telling people that he also sold the product at the special price during that period.

Sales Increase

With radio advertising for all independents, it is easy to tell the public that the neighborhood druggist has this particular product at the special price. The turnover increases, so that independents can afford to cooperate. This has been shown in recent special events, where manufacturers and wholesalers were able to credit sales increases to the independent stores.

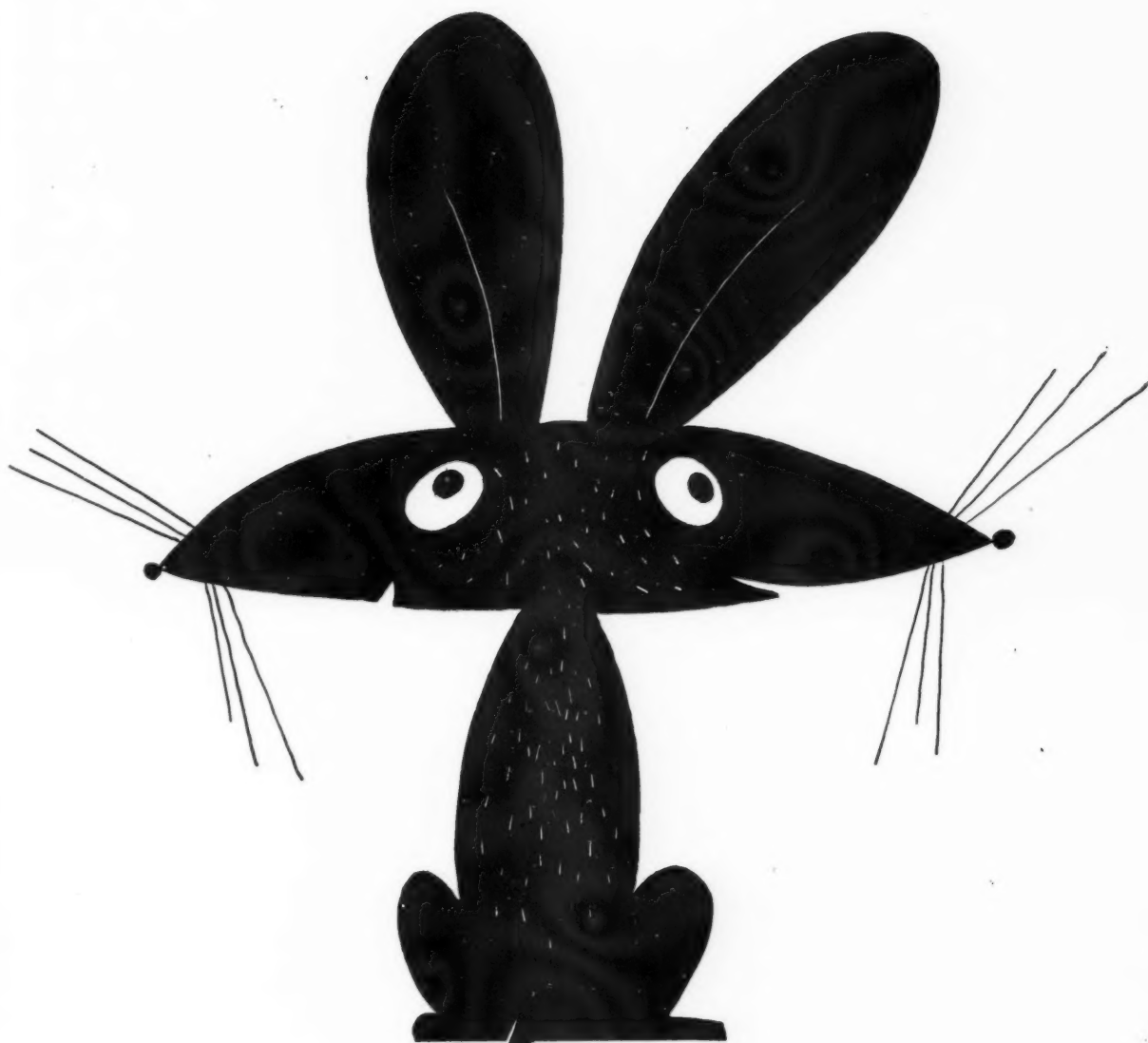
The program is transcribed, and under the title, "Leaders of the United Nations," summarizes news from the Associated, United and International Press services.

The cooperating organizations, wholesalers and retail store owners are:

Northern California. Retail Druggists Association of Northern California, Walter Gnerich, secretary; H. J. Haaf, sales manager, Coffin-Redington Co.; S. J. Dunkley, sales manager, McKesson & Robbins, Inc. (Langley-Michaels Division); Louis Aguirre, president, The Drug Exchange; Fred P. Beretta, Berkeley; Wm. Brodovsky, San Jose; Paul R. Elmore, Petaluma; Karl L. Jacob, San Francisco; Wm. J. Peterson, Oakland; James L. Porter, Burlingame.

Southern California. California Pharmaceutical Association, Roy S. Warnack, secretary; Southern California Retail Druggists Association, Frank E. Mortenson, secretary; Harold E. Moore, general manager, Brunswig Drug Co.; A. S. Lester, vice-president, McKesson & Robbins, Inc.; W. A. Seaton, general manager, Los Angeles Drug Co.; H. F. Stevens, sales manager, J. K. Horbein Co.; Ned A. Jassby, Los Angeles; Robert Burns, Los Angeles; Charles Seward, Pasadena; H. B. Panish, Los Angeles; John Wagner, Long Beach; W. C. Jeffries, advertising manager, Los Angeles.

SALES MANAGEMENT

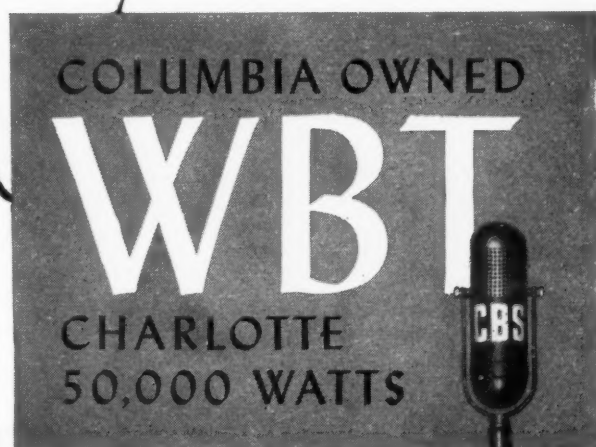


...have you heard about the two-way mousetrap?

You remember the axiom about building a better mousetrap? Well, we've caused our path to run both ways!

For a decade, WBT has been the showmanship station in the South. Good talent—from anywhere in Dixie—eventually turns up at WBT. When they stay a long while at WBT it means they're good enough to move on. So with Lansing Hatfield and Norman Cordon. They're now with the Metropolitan Opera. John Scott Trotter and the Golden Gate Quartet and Hal Kemp "went big-time" first at WBT. Hollywood, too, has drawn on WBT. Currently, the Tennessee Ramblers of WBT have completed their fourth picture and the yodeling me of WBT's Dixie Jamboree is doing his first. But that's between WBT jobs.

All of which is all right with us. We think this concentration on producing good radio and attracting good talent is what makes WBT *The South's Best Salesman*. People listen to programs. Down our way that means WBT!



The South's Best Salesman

Represented by Radio Sales, the SPOT Broadcasting Division of CBS

Despite Savings, Per Mile Auto Expense Is Up 1½¢ for '43

A crack automobile car cost accountant breaks down the factors which make up auto expense and shows the trend of current change.

BY what yardstick shall we measure the cost allowance for maintenance of salesman-owned cars this year? Will the old standards have to be discarded? How, under 1943 conditions, can we set up a schedule which will be fair to both the company and the salesman? How many months should we continue to write off depreciation on a salesman-owned car when there is no possibility of making a trade-in for a new one?

These and other questions have been received by SM in recent months. They indicate confusion in the minds of accountants and those whose job it is to arrive at fair and equitable reimbursements. And, therefore, it seemed logical to place the problem before the man who should know the most about it.

R. E. Runzheimer, Runzheimer & Co., Chicago, was asked to put his finger on the one factor which has been causing so much worry. Runzheimer & Co., engineers, have been specializing in automobile costs for a number of years, and their list of clients includes many large corporations. When approached by SM, Mr. Runzheimer reached into his files and pulled out a "master schedule" at random.

A Typical Salesman's Record

"We'll work from this," he said, "it will be as good as any."

This record showed that the salesman works out of a small town in eastern central Wisconsin. He drives a 1942 model master deluxe Chevrolet. Last year he drove approximately 24,000 miles. This year, because of gasoline rationing and other wartime restrictions, his anticipated mileage is 10,000.

"That probably is not far from the average proportional mileage reduction for a typical salesman," commented Mr. Runzheimer. He then proceeded to analyze the two-year setup, 1942 as against 1943, as it affected the specific car:

1. Class of territory, the same.
2. Standard miles per gallon, 16.0, no change.
3. Normal price for gasoline, 22c, no change attributable to the inauguration of Government price control.

4. Gasoline and oil, per mile, 1.52c, no change, for the same reason.

5. Maintenance, per mile, 45c in 1942, but 50c in 1943. Cars are getting older, and wear and tear are creeping in.

6. Tires, per mile, .28c in 1942 as against .33c in 1943. That cost is going up. The causes? Re-caps, buying used tires, and the black market—believe it or not. (Here is a pitfall which will be discussed more fully later.)

7. Fire and theft insurance, annual. That cost is down. The allowance was \$7 in 1942; \$6 in 1943. Cause: a readjustment in rates. Fewer tires and fewer thefts, with lessened driving, perhaps being the theory behind the change.

8. Property damage and public liability insurance, annual, sharply down. Cost, for 1942, \$54.56 as against

\$31.03 for 1943. Reasons: fewer hours on the road per car; lessened driving hazards—plus, probably, competition among the insurance companies.

9. License, annual, no change; \$21.25 for each year.

10. Depreciation, annual, \$250 for 1942; \$217 for 1943. The same depreciation cannot be continued endlessly when no early trade-in is in sight. More about that later on in this article.

11. Total annual fixed costs, \$332.81 in 1942 compared with \$275.28 in 1943. (The old wagon isn't going so many places.)

12. Fixed allowance, monthly, \$27.73 in 1942; \$22.94 in 1943. (The bus is resting longer hours.)

13. Total per mile allowance, 2.25c in 1942; 2.35c in 1943. Fewer miles but it costs more to run a car a mile.

And, finally, the totals! The total 1942 reimbursement on this car, 24,000 miles, was \$872.81, or an average of .0364c per mile.

What about the total reimbursements for 1943, figured on the same basis? Total, on 10,000 miles, for 1943, should be \$510.28 or a rate of .0510c per mile!

(Continued on page 33)

Use These Poster Stamps To Help Win the War



MORE than 10,000 of our nation's artists, banded together through 28 societies into Artists for Victory, Inc., now offer the businesses of America a new way to help win the war.

Having produced most of the brilliant posters which have been building morale, they now have completed arrangements to bring out 50 of the most effective ones in the form of poster stamps. On the page to the right of this, you see part of one of these sheets of the stamps. Each of the 50 stamps on the full sheet is done by a different, well-known artist, and on the back of each stamp can be found the life story of the artist who painted it.

The more widely these poster stamps are distributed, the more good they can do in accelerating the various war themes they promote. Consequently, every effort is being made to get as many companies as possible to use them—either as single stamps affixed to or inserted in their mail or packages, or as complete sheets given to employees or customers, used as premiums or otherwise.

Every dollar realized from the sale of these stamps will go into the work of Artists for Victory, Inc., a non-profit organization, which is furnishing exhibits of original war paintings to many cities, is donating large numbers of full-size posters to war causes without resources of their own, and the organization has many other plans which will be made possible only if the sale of these stamps attains adequate success.

SALES MANAGEMENT, which never has done anything just like this before, deems it a privilege to present to its readers, at its own expense, the partial sample of these poster stamp sheets shown on the next page, knowing that a sizeable percentage of the businesses represented by its subscribers will find logical ways to use them in large quantities to help win the war.

Details on how to obtain these poster stamps and information on the prices, may be found on the back of the sheet inserted opposite, or may be obtained from Artists for Victory, Inc., 99-103 Park Avenue, New York City.

SALES MANAGEMENT

Administration Members of the National Federation of Sales Executives to Confer in Chicago June 19

All 13 regions in the United States and Canada of the National Federation of Sales Executives will be represented at a conference of the members of the administration at the Palmer House, Chicago, over the weekend of June 19. Thirty of the 56 clubs will be represented, and a majority of officers, directors, regional directors will be there—in all, nearly 100 of the 256 members of the administration.

This conference will be in substitution for the Eighth Annual Convention of the Federation, the plans of which were cancelled in deference to the wishes of the Office of Defense Transportation, and which might have brought about an attendance of more than 1,000 members of the federation.

It is to be noted, however, that all who are identified with clubs of the network of the federation,

and who might be in the Chicago area for that weekend, will be welcome at the conference. No effort has been made to "promote" a large attendance for the reason given above. A letter of commendation has been received from the ODT by the officers of the federation for their teamwork.

This conference of the administration will be one of the most important meetings in the seven-year history of the federation. It will be an intensive ten-hour session on an important agenda, including the formal election of officers, directors, and regional directors, and the meeting of the new board of directors. It will also include Sunday morning informal breakfast round table discussions on subjects of definite interest to the work of the clubs, and of the regional committees.

Per Mile Auto Expense Is Up 1½c for '43

(Continued from page 32)

Thus, in spite of savings in insurance and lower depreciation and annual fixed costs, it is evident that the per mile costs will be approximately 1.50c per mile higher this year than last.

Mr. Runzheimer pointed out that he recently had checked typical groups of salesman-owned cars for some 40 companies who are his clients, and had found that salesmen this year are driving from 45 to 48% fewer miles than they did last year. Most of the cars now are in their third or fourth years. Normally, these cars would have been traded in for new models at approximately 45,000 miles, or at an age from one and a half to two years.

That was held to be good business. After that point, repairs and maintenance increased sharply under the pounding the average salesman gave his car and, also, the trade-in value began to drop sharply. Today the salesman must keep his old car.

This brings up the point of how long the old and accepted write-off for depreciation can be continued. It is clear that a time must come when no more depreciation can be allowed. One cannot depreciate a car legitimately more than 100%. Mr. Runzheimer suggests that depreciation up to 80% be allowed. Stop it at that point. The old car, if it still runs, must have some value in it.

When the war is won and it is pos-

sible to buy a new car again, a proper adjustment can be made. It may have to be an arbitrary adjustment based on the car market and such conditions as may prevail at that time. Why try to make the adjustment now? It is unfinished business.

"We all like to think that a black market in tires does not exist," said Mr. Runzheimer. "Obviously we cannot recognize it. We do not want to admit it—but it is there. The salesman who *must* have a tire to keep on going will *get* that tire by hook or crook. When a salesman dips into the black market and pays an exorbitant price for a tire, what are you going to do about it?"

"I'm not even going to make a suggestion. First, there is no way to check the price he says he paid. Second, to be a party to the transaction is dangerous. Beware the penalties. As far as I can see, if a salesman buys a bootleg tire it is his own baby and it must stay in his own lap."

Over-all Allowance Is Out

The over-all allowance for salesmen's cars, Mr. Runzheimer argues, is out for the duration. He commented:

"Most companies in pre-war days felt that they could use an over-all allowance for all their cars and come fairly close to hitting the mark. War-time restrictions on mileage have made it impossible to make this allowance reasonably accurate for any company. Under normal conditions a definite scale could be applied to each price class of car, striking an average for depreciation. That has changed. It now has become too difficult to sepa-

rate insurance, depreciation, etc., from service maintenance and tire costs.

"The older a car gets, the service costs, just to keep it in condition, are likely to pyramid. Many salesmen are doing vital war work. Many who used to be salesmen are now service men, performing important service functions. They fit into the munitions picture—work strictly related to war effort. These men, if they can qualify, may be able to get new cars from the reserve pool.

Most Cars Are Old

"Checks on the age of cars being used—and I have made those checks—show that very few actually are getting new cars. Most cars in salesmen's hands today are from three to four years old. I find extremely few 1942 models. For that reason the picture I have painted is of ever-increasing importance.

"The entire problem, as I see it, is going to become more serious and more involved as the war continues. Fixing proper allowances is not the simple task it used to be. However, I believe that if we take these new factors into consideration, we can do a job which will be fair and just. Mileage costs are bound to be higher. Total annual costs, per car, will be lower.

"Check the sample given above. It should be a reasonable picture of what is happening to the costs of maintaining the average salesman's car this year. It will give a good idea of what will happen from now on until automobile manufacturers go back into production."

Major Trading Area Comparisons, 1942 and 1941

POPULATION . . . RETAIL SALES . . . EFFECTIVE BUYING INCOME

On this and following pages are summaries from SALES MANAGEMENT'S 1943 and 1942 Surveys of Buying Power in which all of the counties of the nation are grouped into the 187 trading areas as delineated by Batten, Barton, Durstine & Osborn. Subscribers wishing to identify all of the counties in each area should consult the full-page sectional outline maps in the May 10 issue, or relate the

code number to similar numerals following the county names commencing on page 105 of that issue . . . These tables are fully protected by copyright. The exclusive estimates of retail sales and Effective Buying Income must not be reproduced in printed form without written permission of SALES MANAGEMENT, INC.

No. of Area	Trading Area	State	No. of Counties	POPULATION			RETAIL SALES <i>SM</i> ESTIMATE			EFFECTIVE BUYING INCOME <i>SM</i> ESTIMATE					BUYING POWER % OF U. S. A.	
				1940	1942	% Increase and Decrease	1941	1942	% Increase and Decrease	1941	1942	% Increase	Per Capita		1941	1942
													1941	1942		
1	Augusta	Maine	1	77.2	79.9	+3.50	33,628	38,052	+13.16	52,261	60,955	16.64	677	763	86	.058
2	Bangor	Maine	6	301.3	276.1	-8.36	107,111	116,604	+8.86	159,181	203,503	27.84	528	737	209	.180
3	Lewiston	Maine	4	177.6	167.0	-5.97	68,933	79,001	+13.15	104,801	122,236	16.64	580	732	142	.118
4	Portland	Maine	5	291.1	299.2	+2.78	140,329	191,938	+36.78	203,735	376,881	84.99	700	1,260	560	.237
5	Barre	Vt.	1	41.5	38.7	-6.75	22,060	22,198	+0.63	33,532	39,007	16.33	808	1,008	200	.038
6	Burlington	Vt.	5	114.4	111.0	-2.97	47,971	48,455	+1.01	69,339	83,082	19.82	606	748	142	.080
7	Rutland	Vt.	3	105.8	104.0	-1.70	53,250	53,584	+0.63	78,245	91,022	16.33	740	875	135	.091
8	St. Johnsbury	Vt.	3	52.5	47.9	-8.76	21,594	21,730	+0.63	31,443	36,577	16.33	599	784	165	.037
9	Boston	Mass. 8, N. H.	20	3,407.8	3,365.8	-1.23	1,801,571	1,738,338	-3.51	3,018,700	3,617,556	19.84	886	1,074	188	3.245
10	Manchester	N. H.	6	366.6	359.1	-2.05	171,446	163,426	-4.68	244,842	278,781	13.86	678	776	98	.287
11	Fall Rvr.-N. Bedford	Mass.	1	364.6	360.5	-1.13	154,885	160,750	+3.80	280,117	369,754	32.00	768	1,026	258	.287
12	Springfield	Mass.	4	576.3	575.3	-0.17	297,479	302,581	+1.72	474,935	592,547	24.78	824	1,030	206	.528
13	Worcester	Mass.	1	504.5	490.9	-2.70	241,201	260,015	+7.80	378,727	520,750	37.50	751	1,061	310	.426
14	Providence	R. I.	5	713.4	720.9	+1.05	429,998	445,962	+3.71	665,000	806,400	21.26	932	1,119	187	.743
15	Norwich-New London	Conn.	2	181.4	157.1	-13.40	110,188	113,737	+3.22	181,056	177,627	-1.89	998	1,131	133	.196
16	Hartford	Conn.	4	625.1	645.0	+3.18	414,687	475,739	+14.72	701,685	954,137	35.98	1,123	1,479	356	.762
17	N. Haven-Waterbury	Conn.	1	484.3	519.0	+7.16	323,551	339,081	+4.80	557,368	713,431	28.00	1,151	1,375	224	.587
18	Albany-Troy	N. Y.	13	900.0	870.8	-3.25	410,277	371,231	-9.52	796,489	889,087	11.63	885	1,021	136	.818
19	Schenectady	N. Y.	3	267.3	242.6	-9.24	108,969	105,737	-2.97	204,478	247,656	21.12	785	1,021	256	.215
20	Utica	N. Y. 5, Pa. 1	6	350.4	335.1	-4.37	150,505	132,446	-12.00	283,362	320,582	13.14	809	957	148	.294
21	Binghamton	N. Y. 2, Pa. 2	4	172.3	166.6	-3.31	70,291	72,124	+2.61	127,074	161,581	27.16	738	970	232	.134
22	Syracuse	N. Y.	7	573.2	555.5	-3.09	257,954	223,026	-13.54	490,718	559,440	14.00	856	1,007	151	.511
23	Watertown	N. Y.	4	242.2	228.7	-5.57	92,101	59,236	-35.68	163,906	198,397	7.88	759	867	108	.187
24	New York	N. Y. 14, N. J. 14	29	12,994.2	12,598.9	-3.04	6,742,933	6,707,850	-0.27	13,051,400	15,346,784	17.59	1,004	1,218	214	12.958
25	Newark	N. J.	7	2,879.6	2,837.6	-1.42	1,643,277	1,642,787	+0.45	2,792,446	3,575,734	28.05	970	1,217	247	2.919
26	Scranton	Pa.	4	355.3	315.3	-11.26	136,031	135,480	-0.41	243,476	295,639	21.42	985	938	23	.252
27	Wilkes-Barre	Pa.	2	482.9	442.2	-8.29	177,528	177,287	+0.14	315,861	386,292	22.29	841	874	233	.326
28	Rochester	N. Y.	7	713.8	684.0	-4.18	330,391	308,038	-6.77	626,084	736,828	17.68	877	1,077	200	.656
29	Buffalo	N. Y. 7, Pa. 2	9	1,345.3	1,350.2	+0.36	588,183	590,338	+0.37	1,099,836	1,337,766	27.64	818	991	173	1.175
30	Erie	Pa.	4	301.1	305.1	+1.33	144,383	143,571	-0.57	245,691	299,945	22.09	816	983	167	.271
31	Johnstown	Pa.	2	298.5	318.2	+6.80	111,638	109,933	-1.53	181,209	215,328	18.83	607	677	70	.201
32	Pittsburgh	Pa. 17, W. Va. 4, Ohio 1	22	3,344.7	3,249.2	-2.86	1,436,586	1,378,780	-4.02	2,505,300	2,973,562	18.69	749	915	166	2.710
33	Clarksburg	W. Va. 12, Va. 1	13	301.5	283.5	-5.97	66,269	60,480	-8.74	114,741	127,962	11.52	381	451	70	.121
34	Parkersburg	W. Va.	7	140.8	128.7	-8.59	35,620	32,466	-8.86	62,732	69,842	11.33	446	543	97	.067
35	Wheeling	W. Va. 5, Ohio 1	6	269.3	255.3	-5.20	93,501	90,230	-3.50	150,326	166,439	10.72	558	652	94	.166
36	Altoona	Pa.	2	181.2	172.3	-4.91	72,857	72,262	-0.82	117,027	135,106	15.45	646	784	138	.131
37	Harrisburg	Pa.	13	828.4	810.1	-2.21	330,010	318,763	-3.44	558,064	666,852	19.49	674	823	149	.613
38	Williamsport	Pa.	3	135.7	132.2	-2.58	55,190	58,561	+6.11	96,087	131,977	37.35	708	998	290	.104
39	Philadelphia	Pa. 13, N. J. 7	20	4,661.3	4,699.3	+0.82	2,328,917	2,339,203	+0.44	3,959,473	4,683,722	17.79	849	992	143	4.263
40	Wilmington	Del. 3, Md. 1	4	292.9	304.1	+3.82	178,527	203,471	+13.97	260,594	332,791	27.70	890	1,094	204	.307
41	Baltimore	Md. 16, Va. 5	23	1,537.8	1,567.0	+1.90	768,141	905,848	+17.93	1,276,078	1,955,850	53.27	830	1,248	418	1.385
42	Cumberland	Md. 2, W. Va. 7	9	196.6	192.9	-1.88	61,749	64,564	+4.56	103,397	138,761	34.20	528	719	193	.111
43	Hagerstown	Md. 1, Pa. 2	3	148.9	137.2	-7.88	58,253	74,305	+27.56	95,841	110,758	15.56	644	807	163	.105
44	Washington	D. C. 1, Md. 3	16	1,118.1	1,340.9	+19.93	749,952	886,812	+18.25	1,235,085	1,492,238	20.82	1,105	1,114	9	1.376
45	Harrisburg	Va. 4	4	87.2	86.0	-1.38	27,185	26,709	-1.75	44,050	53,503	21.46	505	622	117	.049
46	Winchester	Va.	2	33.3	33.0	-0.90	13,489	13,253	-1.75	21,764	26,435	21.46	854	801	147	.024
47	Cleveland	Ohio	20	2,604.1	2,655.2	+1.96	1,329,891	1,386,564	+4.26	2,430,070	3,037,405	24.99	933	1,144	211	2.615
48	Akron	Ohio	1	339.4	357.5	+5.33	177,313	203,570	+14.81	337,216	488,963	45.00	994	1,368	374	.360
49	Youngstown	Ohio	2	372.6	360.6	-3.22	175,477	178,635	+1.80	325,965	394,417	21.00	875	1,094	219	.345
50	Columbus	Ohio	20	978.0	971.0	-0.72	434,799	424,010	-2.48	726,770	824,268	13.42	743	849	106	.798
51	Springfield	Ohio	2	120.9	124.4	+2.89	54,353	55,567	+2.23	93,898	116,587	24.16	777	937	160	.104
52	Zanesville	Ohio	6	189.5	178.9	-10.33	66,336	64,212	-3.20	117,937	131,649	11.63	591	736	145	.125
53	Cincinnati	Ohio 10, Ind. 5, Ky. 14	29	1,382.7	1,399.0	+1.18	616,548	622,096	+0.90	1,095,215	1,327,732	21.23	792	949	157	1.163
54	Dayton	Ohio	6	472.2	506.3	+7.22	228,312	241,898	+5.95	395,449	481,620	21.79	837	951	114	.438
55	Charleston	W. Va. 12, Va. 2	14	764.1	763.4	-0.09	230,871	221,229	-4.18	361,065	422,004	16.88	473	553	80	.404
56	Huntington	W. Va. 6, Ky. 10	17	621.4	605.4	-2.58	144,180	135,720	-5.87	216,077	251,288	16.30	348	415	67	.248
57	Lima	Ohio	5	184.3	171.8	-6.78	76,558	70,400	-8.04	130,577	133,947	2.58	709	780	71	.142
58	Toledo	Ohio 14, Mich. 3	17	874.4	846.6	-3.18	399,177	393,350	-1.46	701,624	838,250	19.47	802	990	188	.768
59	Indianapolis	Ind.	33	1,295.2	1,330.1	+2.69	569,375	590,454	+3.70	1,009,962	1,231,066	21.89	780	926	146	1.098
60	Richmond	Ind.	2	65.2	63.6	-2.45	29,999	29,876	-0.41	51,895	55,535	7.01	796	873	77	.056
61	Battle Creek	Mich.	1	94.2	97.2	+3.18	50,581	53,847	+6.50	89,480	105,765	18.20	950	1,088	138	.097
62	Bay City	Mich.	14	182.7	172.0	-5.86	77,265	71,819	-7.05	123,574	142,733	15.50	676	830	154	.140
63	Detroit	Mich.	14	2,771.5	3,093.5	+11.62	1,525,918	1,541,304	+1.01	2,749,233	3,290,608	19.69	992	1,064	72	3.110
64	Flint	Mich.	1	227.9	227.0	-0.40	126,436	130,482	+3.20	195,941	205,738	5.00	860	906	46	.232
65	Jackson	Mich.	2	119.0	120.1	+0.92	59,611	61,024	+2.37	100,774	118,269	17.36	847	985	138	.111
66	Lansing	Mich.	5	249.6	244.3	-2.12	125,386	129,097	+2.96	199,334	249,514	25.17	799	1,021	222	.227
67	Saginaw	Mich.	3	166.8	165.8	-0.60	79,967	78,022	-2.43	134,805	142,288	5.55	808	858	50	.153

*Figures also combined under Boston No. 9.

**Figures also combined under New York No. 23.

(Continued on page 36)

†Figures also combined under Cleveland No. 45.

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Why I Like to Write for Cosmopolitan

by
Paul Gallico

Paul Gallico is a big chunky guy with a romantic soul and a reporter's passion for facts. He served for several years as a sports writer (and a good one too) which may account for his exceedingly colorful vocabulary. Like most newspaper men Paul Gallico dreamed of the day when he could give up the daily grind and write only fiction. Unlike most reporters, however, Paul made his dream come true and quickly made a name for himself as one of the most vivid short story writers in America. His "Hiram Holliday" series in *Cosmopolitan* put the final seal on his genuine creative ability. Keep an eye on the future career of Mr. P. G.



COSMOPOLITAN is strongly bound up with my youthful ambitions. When I was a boy around New York, back in the years around 1910, I used to read *Cosmopolitan* with eyes popping, and wonder whether I should ever be able to get a story in such a magazine. All the most famous writers, not only of America, but of the world, were represented in it. It had a matchless standard, and represented the top in its particular field. I felt sure I should never be able to get into such company, but merely the ambition and the desire to do so were thrilling and exciting.

We grew up. Through the years the high standard of the magazine remained unchanged, and when at last I published a story in *Cosmopolitan*, it was a thrill I have never forgotten. That thrill remains to this day, and each time

I write for *Cosmopolitan*, it is renewed.

To be in *Cosmopolitan* is to have a kind of seal set upon a story. The competition to get into the magazine is furious. A mediocre job won't do it. It doesn't buy names; it buys performance. I have been at this game a long time, now. I still have a little literary buck fever before beginning a story for *Cosmopolitan*, because I know the standards are so exacting. I like this. I never want to be blasé about my work, and I know, as long as *Cosmopolitan* maintains its rousing editorial qualifications, I never will be. I am sure that any young writer of today, reading *Cosmopolitan*, must have the same trembling fears and almost hopeless ambition of meeting these qualifications that I had as a boy. From this, writers are born.

Newsstand Buyers Spend More Per Issue for *Cosmopolitan* (at 35¢) than for Any Other A.B.C. Magazine

JUNE 15, 1943

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Major Trading Area Comparisons, 1942 and 1941

POPULATION . . . RETAIL SALES . . . EFFECTIVE BUYING INCOME

(Continued from page 34)

No. of Area	Trading Area	State	No. of Counties	POPULATION			RETAIL SALES <i>SH</i> ESTIMATE			EFFECTIVE BUYING INCOME <i>SH</i> ESTIMATE					BUYING POWER % OF U. S. A.		
				1940	1942	% Increase and Decrease	1941	1942	% Increase and Decrease	1941	1942	% Increase	Per Capita		Dollar Increase in per capita 1942 over 1941	1941	1942
													1941	1942			
65	Fort Wayne	Ind.	11	374.2	374.9	+0.19	163,875	172,935	+5.53	280,130	355,202	26.80	749	947	198	.313	.292
66	Lafayette	Ind.	3	79.1	81.5	+3.03	40,541	40,375	-0.41	68,663	73,479	7.01	868	902	34	.075	.068
67	Logansport	Ind.	5	107.9	102.7	-4.82	39,350	39,189	-0.41	67,916	72,679	7.01	629	708	79	.075	.070
68	Muncie	Ind.	4	138.2	136.3	-1.38	57,696	57,460	-0.41	95,973	102,705	7.01	694	754	60	.107	.096
69	South Bend	Ind.	3	260.3	263.0	+1.04	125,481	128,737	+2.59	219,033	257,927	17.76	841	981	140	.245	.214
70	Terre Haute	Ind. 6, Ill. 3	9	287.1	277.4	-3.38	103,033	102,688	-0.14	174,942	209,908	19.99	609	757	148	.190	.202
71	Champaign-Urbana	Ill.	2	88.2	92.7	+5.10	43,277	35,734	-17.43	70,383	72,378	2.83	798	781	-17	.080	.078
72	Chicago	Ill. 25, Ind. 6, Wis. 5, Mich. 2	38	6,039.8	6,224.5	+3.06	3,072,967	3,080,204	+0.24	5,468,268	6,616,789	21.00	905	1,063	158	5.843	5.487
72A	Rockford	Ill.	6	259.5	267.3	+3.01	115,564	110,438	-4.44	197,307	228,048	15.58	760	853	93	.218	.230
73	Bloomington	Ill.	2	92.1	88.4	-4.02	40,405	31,496	-22.05	75,293	77,427	2.83	818	876	58	.079	.081
74	Danville	Ill. 1, Ind. 2	3	114.2	107.0	-6.31	40,668	33,419	-17.83	76,800	79,539	3.57	673	743	70	.078	.085
75	Decatur	Ill.	6	190.4	183.0	-3.89	73,798	63,525	-13.92	124,243	127,764	2.83	653	698	45	.137	.140
76	Mattoon	Ill.	3	63.6	60.2	-5.35	20,174	15,726	-22.05	35,100	36,095	2.83	552	600	48	.039	.038
77	Peoria	Ill.	11	431.2	411.8	-4.50	179,358	161,718	-9.84	306,389	335,126	9.38	711	814	103	.340	.354
78	Quincy	Ill. 3, Mo. 2	5	122.3	114.9	-6.05	36,773	31,199	-15.16	67,274	69,632	3.51	550	606	56	.071	.077
79	Springfield	Ill.	10	335.6	324.0	-3.46	124,535	104,075	-16.43	217,705	223,876	2.83	649	691	42	.240	.251
80	Kalamazoo	Mich.	3	167.0	171.0	+2.40	91,728	84,415	-7.97	143,299	152,134	6.17	858	890	32	.164	.146
81	Green Bay	Wis. 5, Mich. 3	8	250.6	238.6	-4.79	98,428	93,087	-5.43	160,578	189,296	17.88	641	793	152	.175	.176
82	Grand Rapids	Mich.	23	746.8	739.2	-1.02	345,036	298,433	-13.51	555,638	600,573	8.09	744	812	68	.620	.577
83	La Crosse	Wis.	3	107.9	102.1	-5.38	40,461	40,717	+0.63	66,794	77,878	16.59	619	763	144	.072	.074
84	Madison	Wis.	4	205.4	208.9	+1.70	96,854	95,808	-1.08	157,066	173,607	10.57	764	831	67	.176	.166
85	Milwaukee	Wis.	35	1,986.9	2,032.7	+2.31	871,074	915,984	+5.16	1,482,518	1,901,716	28.28	746	936	190	1.620	1.635
86	Superior	Wis. 10, Mich. 9	19	411.1	374.0	-9.03	150,654	131,894	-12.45	248,648	285,992	15.02	605	765	160	.270	.309
87	Burlington	Iowa 7, Ill. 1	8	164.3	170.6	+3.83	53,640	55,456	+3.39	88,296	105,515	19.50	537	618	81	.101	.110
88	Cedar Rapids	Iowa	4	159.3	158.7	-0.38	72,004	76,336	+6.02	116,522	159,263	36.68	731	1,004	273	.131	.139
89	Davenport-Clinton-Moline-Rock Island	Iowa 5, Ill. 1	6	310.1	311.1	+0.32	138,074	143,488	+3.92	227,413	281,780	23.91	733	906	173	.253	.267
90	Dubuque	Iowa 8, Wis. 1	9	244.6	232.2	-5.07	81,528	84,091	+3.14	119,951	141,822	18.23	490	611	121	.139	.152
91	Ottumwa	Iowa	1	44.3	44.0	-0.68	16,320	16,975	+4.01	28,739	34,481	19.98	649	784	135	.030	.033
92	Waterloo	Iowa	5	150.3	147.2	-2.06	62,447	67,956	+8.82	87,516	105,000	19.98	582	713	131	.106	.110
93	Duluth	Minn.	7	297.0	278.0	-6.40	115,862	118,661	+2.42	182,854	230,555	26.09	616	829	213	.208	.261
94	Sioux Falls	S. D.	28	297.4	276.2	-7.13	108,378	107,842	-1.41	145,322	169,411	16.58	489	613	124	.177	.170
95	Minneapolis-St. Paul	Minn. 79, Wis. 8, N.D. 1, S.D. 4	92	2,749.1	2,636.5	-4.10	1,092,315	1,115,629	+2.13	1,647,259	2,060,744	25.10	599	782	183	1.906	2.156
96	Fargo-Grand Forks	N.D. 52, Mont. 2	54	639.4	590.8	-7.60	203,505	191,248	-6.02	270,638	326,381	20.60	423	552	129	.334	.346
97	Sioux City	Iowa 12, Minn. 1, S.D. 30, Neb. 3	46	609.7	558.1	-8.46	223,091	222,154	-0.42	319,683	407,106	27.35	524	729	205	.378	.419
98	Lincoln	Neb.	13	249.2	231.5	-7.10	83,352	91,639	+9.94	118,768	165,484	38.17	481	715	234	.191	.166
99	Omaha	Neb. 76, Iowa 7, S. D. 6	89	1,231.2	1,168.2	-5.12	419,048	475,626	+13.50	614,784	846,533	37.70	499	725	226	.728	.846
100	Des Moines	Iowa	46	1,058.8	1,008.6	-4.93	383,356	400,243	+4.41	564,341	721,083	27.77	533	716	183	.664	.753
101	Mason City	Iowa	4	89.6	84.2	-6.03	35,862	37,094	+4.02	51,637	61,954	19.98	576	736	160	.062	.067
102	St. Louis	Mo. 53, Ark. 1, Ill. 26	80	3,024.3	3,017.1	-0.24	1,028,832	998,145	-2.98	1,815,372	2,161,152	19.05	600	716	116	1.980	2.096
103	Springfield	Mo. 20, Ark. 1	21	390.6	376.7	-3.56	82,305	78,898	-4.14	127,434	152,488	19.66	326	405	79	.146	.170
104	Joplin	Mo. 3, Kans. 1, Okla. 2	6	207.7	205.9	-0.87	56,239	51,286	-8.81	86,101	94,695	9.98	415	460	45	.098	.108
105	Kansas City	Mo. 27, Kan. 70, Okla. 3	100	2,270.6	2,147.9	-5.40	836,453	870,867	+4.11	1,322,068	1,615,212	22.17	582	752	170	1.510	1.477
106	St. Joseph	Mo.	9	204.1	182.2	-10.73	61,764	60,675	-1.76	99,338	125,040	25.87	487	686	199	.112	.122
107	Wichita	Kan. 32, Okla. 6, Texas 1	41	610.0	606.2	-0.62	237,789	267,194	+12.37	374,139	499,379	33.47	613	824	211	.431	.414
108	Danville	Va. 4, N. C. 1	5	208.9	205.5	-1.63	45,715	44,971	-1.63	76,319	99,799	21.39	365	451	86	.084	.086
109	Lynchburg	Va.	8	205.4	203.3	-1.02	59,113	59,558	+0.75	100,501	119,995	19.40	489	590	101	.109	.108
110	Newport News	Va.	2	84.5	105.0	+24.26	35,406	44,755	+26.41	63,701	98,756	55.03	754	941	167	.074	.066
111	Staunton	Va.	2	61.0	60.3	-1.15	18,606	18,281	-1.75	29,928	36,351	21.46	491	603	112	.034	.031
112	Norfolk	Va. 5, N. C. 12	17	494.8	552.4	+11.64	157,974	185,162	+17.22	276,205	396,009	43.38	553	717	159	.307	.297
113	Roanoke	Va.	11	309.3	324.9	+5.04	87,594	88,024	+0.49	146,034	171,552	17.47	472	528	56	.166	.155
114	Richmond	Va.	35	721.6	722.0	+0.06	254,089	279,000	+9.80	410,971	542,667	32.15	570	752	182	.462	.456
115	Asheville	N. C.	16	390.2	367.7	-5.77	84,389	86,168	+2.11	139,278	173,618	24.66	357	472	115	.153	.160
116	Charlotte	N. C. 17, S. C. 4	21	981.9	955.1	-2.73	262,090	278,481	+6.25	398,896	514,045	28.87	406	538	132	.465	.442
117	Durham	N. C.	3	128.3	130.9	+2.03	43,755	51,678	+18.11	65,162	99,891	53.20	508	763	255	.075	.073
118	Greensboro	N. C.	5	338.5	334.7	-1.12	104,447	106,811	+2.26	170,024	210,290	23.68	502	628	126	.192	.177
119	Wilmington	N. C.	5	155.6	167.2	+7.46	36,897	37,510	+2.22	62,727	74,924	19.44	403	448	45	.068	.068
120	Winston-Salem	N. C.	7	323.0	300.2	-7.06	75,907	78,867	+3.90	134,057	176,031	31.31	415	586	171	.144	.132
121	Raleigh	N. C.	30	1,167.5	1,118.7	-4.18	256,355	261,510	+2.01	416,428	499,444	19.94	357	446	89	.474	.454
122	Charleston	S. C.	6	261.8	287.2	+9.70	68,242	73,236	+7.32	9							



JACKSONVILLE

Florida's Greatest winter season
is staying through the summer

★ Without the usual tourists, Florida's 3 major markets have just enjoyed their greatest winter season.

★ Income is up — bank clearings and deposits are up — retail sales have broken all records . . . and circulation figures of Florida's 3 great dailies have reached a new high . . . and there'll be no let-down this summer!

★ These unprecedented records were established, to a large extent, by civilian war workers who have created a new, rich market that is buzzing with activity 52-weeks-a-year now.

★ Harvest this new, rich market for immediate sales . . . and dig in for permanent postwar gains.



The circulation of Florida's three great dailies gives you a complete and thoro coverage at low cost.

TAMPA TRIBUNE ★	FLORIDA TIMES-UNION ★	MIAMI HERALD ★
<i>National Representatives</i>	<i>National Representatives</i>	<i>National Representatives</i>
Sawyer-Ferguson-Walker Co.	Reynolds-Fitzgerald, Inc.	Story, Brooks & Finley, Inc.
R. J. Bidwell Co., Pacific Coast	Noee, Rothenburg & Jann, Inc., Atlanta	A. S. Grant, Atlanta

Major Trading Area Comparisons, 1942 and 1941

POPULATION . . . RETAIL SALES . . . EFFECTIVE BUYING INCOME

(Continued from page 36)

No. of Area	Trading Area	State	No. of Counties	POPULATION			RETAIL SALES <i>SM</i> ESTIMATE			EFFECTIVE BUYING INCOME <i>SM</i> ESTIMATE					BUYING POWER % OF U. S. A.		
				1943	1942	% Increase and Decrease	1941	1942	% Increase and Decrease	1941	1942	% Increase	Per Capita		Dollar Increase in per capita 1942 over 1941	1941	1942
													1941	1942			
138	Louisville	Ky. 48, Ind. 4	52	1,292.8	1,279.4	-1.04	383,069	389,988	+1.81	593,451	708,013	19.30	459	553	94	.683	.613
138A	Owensboro	Ky.	6	170.3	155.4	-8.75	40,953	39,494	-3.56	51,954	56,573	8.83	305	364	59	.060	.065
139	Bristol	Va. 3, Tenn. 5, N. C. 4	12	349.5	340.5	-2.58	72,192	66,624	-7.71	102,787	117,832	14.64	294	346	52	.126	.126
140	Knoxville	Tenn. 21, Ky. 3, Va. 4	28	930.4	934.7	+0.46	192,501	179,364	-6.83	271,287	327,951	20.89	292	351	53	.325	.381
141	Nashville	Tenn.	39	944.7	939.1	-0.59	216,517	208,779	-3.57	325,166	422,420	29.91	344	450	106	.382	.424
142	Chattanooga	Tenn. 10, Ala. 2, Ga. 4	16	456.4	461.5	+1.12	112,689	123,351	+9.46	171,780	250,922	46.07	376	544	168	.197	.224
143	Memphis	Tenn. 20, Ky. 1, Ark. 10 Miss. 42	73	2,441.8	2,395.2	-1.91	499,147	512,726	+2.72	740,412	907,137	22.52	303	379	76	.868	.877
144	Jackson	Miss.	9	274.0	277.8	+1.39	58,715	66,382	+13.06	83,862	112,339	33.96	306	404	98	.101	.098
145	Meridian	Miss. 12, Ala. 2	14	387.6	380.4	-1.86	61,838	62,274	+0.71	91,475	111,597	22.00	236	293	57	.110	.110
146	Vicksburg	Miss. 1, La. 1	2	58.0	58.3	+0.52	13,554	14,612	+7.81	23,262	28,552	22.74	401	490	89	.025	.025
147	Birmingham	Ala.	33	1,554.0	1,567.0	+0.83	371,771	415,009	+11.63	535,556	722,421	34.89	345	455	110	.630	.611
148	Gadsden	Ala.	2	92.5	99.4	+7.46	23,708	27,858	+17.50	30,840	39,772	28.96	333	400	67	.039	.036
149	Montgomery	Ala. 18, Ga. 2	20	646.4	639.8	-1.02	130,727	147,047	+12.48	184,802	244,311	32.20	286	382	96	.220	.204
150	Fort Smith	Ark. 9, Okla. 2	11	318.2	309.5	-2.74	61,411	60,321	-1.78	92,730	108,237	16.72	291	350	59	.105	.111
151	Little Rock	Ark.	46	1,053.8	1,065.2	+1.08	211,099	207,084	-1.93	308,938	361,323	16.96	293	339	46	.358	.370
152	Oklahoma City	Okla.	46	1,410.3	1,258.0	-10.80	383,579	359,162	-1.22	577,933	684,835	18.50	410	544	134	.660	.690
153	Tulsa	Okla.	15	639.7	649.6	+1.55	176,894	188,654	+6.65	294,242	374,734	27.36	460	577	117	.329	.344
154	Dallas	Texas	31	1,388.3	1,370.3	-1.30	430,887	475,197	+10.28	684,825	916,427	33.82	493	670	177	.805	.851
155	Texarkana	Tex. 1, Ark. 7	8	209.3	228.6	+9.22	43,631	41,436	-5.03	61,606	71,356	15.83	294	312	18	.074	.074
156	Waco	Texas	7	265.1	264.3	-0.30	65,415	75,649	+15.64	108,642	152,176	40.07	410	576	166	.118	.149
157	Amarillo	Texas	16	150.1	143.7	-4.26	67,654	75,426	+11.49	109,404	135,899	24.22	729	946	217	.126	.138
158	Wichita Falls	Texas	7	152.0	148.3	-2.44	57,288	60,327	+5.30	89,242	109,434	22.63	587	728	151	.104	.116
159	Fort Worth	Texas	94	1,218.5	1,210.0	-0.70	421,140	489,331	+16.44	673,265	904,124	34.29	553	747	194	.777	.864
160	Beaumont	Texas 6, La. 3	9	309.6	341.6	+10.34	100,477	114,283	+13.74	160,625	226,427	40.97	519	663	144	.189	.208
161	Houston	Texas	42	1,462.7	1,463.4	+0.05	456,935	510,193	+11.66	686,258	941,804	37.24	469	644	175	.808	.932
162	Austin	Texas	4	178.8	179.7	+0.50	61,841	74,220	+20.02	92,260	153,215	66.07	516	854	338	.110	.125
163	San Antonio	Texas	45	1,143.4	1,157.5	+1.23	333,006	378,019	+13.52	538,122	733,260	36.26	471	634	163	.614	.668
164	Mobile	Ala. 6, Miss. 4	10	326.4	360.7	+10.51	86,368	113,731	+31.68	126,081	210,855	67.24	386	585	199	.149	.156
165	Natchez	Miss. 2, Ala. 2	4	71.7	69.2	-3.49	12,359	13,665	+10.57	18,086	22,360	23.63	252	323	71	.020	.028
166	New Orleans	La. 33, Miss. 12	45	1,684.1	1,712.0	+1.66	433,527	518,398	+19.58	683,919	1,011,597	47.91	406	591	185	.764	.828
167	Shreveport	La. 25, Ark. 1	26	846.5	861.6	+1.78	200,410	236,526	+18.02	302,447	432,404	42.97	357	502	145	.363	.399
168	Billings	Mont. 18, Wyo. 1	19	139.4	132.3	-5.09	57,470	54,753	-4.73	80,683	90,691	12.40	579	685	106	.097	.106
169	Butte	Mont.	15	197.0	187.0	-5.08	104,696	93,949	-10.27	150,837	166,570	10.39	766	891	125	.177	.190
170	Great Falls	Mont.	17	163.4	147.2	-9.92	75,899	70,800	-10.27	118,114	130,382	10.39	723	886	163	.136	.144
171	Salt Lake City	Utah 25, Nev. 3, Wyo. 2, Ida. 21	51	810.8	792.1	-2.31	329,347	320,707	-2.62	454,890	537,052	18.06	561	678	117	.548	.570
172	Denver	Col. 63, Wyo. 21, Kan. 2, Neb. 1, N. M. 6, Okla. 1, Texas 1, S.D. 1, Utah 4	100	1,488.0	1,428.1	-4.03	618,006	585,252	-3.68	856,316	1,031,916	20.51	575	723	148	1.035	1.149
173	Albuquerque	N. M.	14	276.3	272.8	-1.27	87,637	83,230	-5.03	110,520	143,058	29.44	400	524	124	.139	.148
174	El Paso	Texas 9, Ariz. 2, N. M. 1	22	380.3	387.6	+1.92	135,771	127,636	-5.99	197,413	23,0924	16.98	519	596	77	.237	.237
175	Seattle	Wash.	18	1,267.4	1,306.9	+3.12	722,901	935,433	+29.40	1,085,213	1,776,259	63.68	856	1,359	503	1.250	1.297
176	Spokane	Wash. 15, Ida. 10, Mont. 4	29	531.0	477.3	-10.11	253,991	300,621	+18.36	383,773	554,577	44.51	723	1,162	439	.431	.474
177	Boise	Ida. 13, Ore. 1	14	176.0	160.9	-8.58	75,230	80,324	+6.77	97,531	127,641	30.87	554	793	239	.122	.137
178	Portland	Ore. 35, Wash. 6	41	1,196.1	1,182.1	-1.17	617,662	794,901	+28.70	871,186	1,349,828	54.94	728	1,142	414	1.050	1.152
179	Reno	Nev.	13	66.5	67.6	+1.65	51,518	53,572	+3.99	66,515	82,099	23.43	1,000	1,214	214	.082	.086
180	Fresno	Cal.	4	344.3	344.1	-0.06	166,125	197,542	+18.91	258,785	330,781	27.83	752	961	209	.291	.316
181	Stockton	Cal.	2	142.4	137.9	-3.16	71,778	80,643	+12.35	112,247	176,924	57.62	788	1,283	495	.126	.141
182	Sacramento	Cal.	17	443.4	441.5	-0.43	241,182	302,734	+25.52	404,300	522,536	29.24	912	1,184	272	.441	.497
183	San Francisco	Cal.	25	2,162.2	2,238.0	+3.51	1,283,249	1,602,487	+24.88	2,192,526	3,158,307	44.05	1,014	1,411	397	2.370	2.578
183A	Oakland	Cal.	2	613.5	648.0	+5.62	353,139	473,048	+33.96	599,456	919,480	53.39	977	1,419	442	.655	.737
184	Los Angeles	Cal. 9, Ariz. 2, Nev. 1	12	3,570.0	3,726.4	+4.38	2,022,816	2,263,720	+11.91	3,326,441	4,968,180	49.35	932	1,333	401	3.740	4.020
185	Phoenix	Ariz.	8	345.8	333.6	-3.53	130,829	130,138	-0.53	189,157	226,451	19.72	547	679	132	.224	.237
186	Tucson	Ariz.	2	82.3	83.3	+1.22	39,656	45,979	+15.94	53,093	66,522	25.29	645	799	154	.064	.069
187	San Diego	Cal.	1	289.4	363.6	+25.64	189,566	293,306	+54.73	290,126	623,771	115.00	1,003	1,716	713	.338	.364
	Total, Mainland			131,669.3	130,982.3	-0.52	54,299,981	\$56,400,449	+3.87	91,119,867	\$114,069,867	25.19	692	1,187	179	100.000	100.000
	Honolulu, Hawaii	All Islands		423.3	515.0	21.66	193,256	254,482	33.76	380,512	461,661	21.33	899	896	-3		

†† Figures also combined under Louisville No. 138.
 † Figures also combined under Louisville No. 138.
 †† Figures also combined under San Francisco No. 183.

For a supplementary analysis of these tables giving areas leading in population, retail sales, and Effective Buying Income gains, see page 53.

How the Children's Wear Industry Is Pooling Showings for Dealers

BY JAMES C. CUMMING

*Retail Promotion Division
Grey Advertising Agency, Inc.
New York City*

WHEN salesmen are too few in number or too restricted by travel limitations to contact all the stores they would during normal times, a plan which brings the retail buyers to call on salesmen must be sound. And when that plan gives salesmen an opportunity to show their lines under more favorable circumstances than those which prevail in a buyer's office, it may be the answer to the wartime sales manager's prayer.

This is not a theoretical, or new, or untested selling plan to which we refer. It is one that has been in practical operation in the children's wear industry during the past seven years. Its success mushroomed under wartime conditions, and other industries now have begun to adopt the plan. But the plan was doing very well and its use was expanding steadily even before necessity forced additional manufacturers of children's wear to consider the plan seriously.

The best way to describe the plan is to outline its history. In 1936 the salesmen for eight children's wear companies happened to meet; naturally they discussed mutual problems. One of them complained about the time he had to lose cooling his heels outside buyers' offices. Another contributed a comment which proved to be an inspired suggestion.

The "Caravan" Is Launched

"Why not," he asked, "have the buyers come to us? If we fellows were to set up our lines in a hotel sample room we would have quite a show. We could invite all of the buyers in the city to come to see us, confident that our combined showing would be large enough to make it worth their while to accept our invitation. And we'd make sales!"

The result of this meeting was that a test of the idea was agreed upon. Accordingly, these eight organizations were represented in two children's wear shows later that year: in Cleveland and in Pittsburgh.

From that time on the salesmen for these eight companies continued to travel together in what eventually was called a "Caravan," staging their

shows together in the hotels in key cities. Together they offered a show which was sufficiently large to draw buyers not only from the cities in which they were showing, but also from surrounding towns. One by one they added salesmen from additional companies to their Caravan.

Today, Infants' & Children's Apparel Shows include the representatives of more than 100 companies. Jointly and regularly they present their lines in hotels in Boston, Albany, Buffalo, Atlanta, Pittsburgh, Wilkes-Barre, Pottsville, Scranton, Cleveland, Columbus, Cincinnati, Detroit, Chicago, Minneapolis, Kansas City, and St. Louis. On first thought one would not think that they would show in New York, the home town of the entire industry, but they do—and that show is one of the largest!

Retailers Like the Idea

What is the attitude of the retailer toward the Caravan? He's enthusiastic about it! The small retailer, who cannot afford to come to New York to buy, is given the advantages of complete market facilities right in his own front yard. Medium-size retailers, who normally would come to market occasionally, save traveling expenses and time by attending the Caravan shows. The reaction of the larger retailers is evidenced by the fact that buyers from the State Street stores come regularly to the Chicago shows to supplement their trips to the New York market.

The best proof of the success of the Caravan idea, particularly as a wartime measure, is the fact that it has begun to spread to other industries. It is now used in the corset field. Several ready-to-wear manufacturers are staging a June show in Boston. After that they plan to travel to Syracuse, Rochester and Buffalo.

Do we hear the objection that this is the sort of idea you would like to put into operation if you could do it alone, but that you hesitate to ask the cooperation of competitors?

The answer, of course, is that the Caravan, by its very nature, cannot be staged by one company. In these times, when competing businesses

must get together for so many details of pricing and production, getting the competing sales forces together should be just another step in this direction.

If you feel that the Caravan idea is one that can be used profitably by your industry; these are the steps to follow:

1. Discuss your sales personnel and traveling problems with other sales managers in your industry. Get their backing in organizing a traveling show.

2. As soon as you have a nucleus of five or six companies willing to experiment with the idea, plan a test show in a few nearby key cities. This is important because it will give you an opportunity to get the kinks out of the way you direct the show; and it also will enable you to gauge reactions of buyers.

Work From a Central Office

3. Set up a central office to route and manage the show. At first, this probably will be your own office. Later, as the show grows in importance, it will be best to shift the responsibility to a professional manager who can devote full time to the success of the Caravan. From the beginning, however, central control is needed to send out publicity on the arrival of the show in a given city, to book the necessary facilities in each city, to send advance announcements to buyers, and to build a reputation for the show through such media as advertising in business publications.

4. Matters of policy — such as whether or not to show lines which are in direct competition—will have to be adjusted as the show becomes authoritative. At first, if yours is a diversified industry, it may be easy to rule that competing lines should not be shown. When the show reaches larger proportions, it may be wise to admit direct competitors in order to make the Caravan just as all-inclusive and as interesting to buyers as possible. The ultimate decision on such a point must, obviously, depend on the type of the industry.

As a wartime measure, the Caravan idea applied to your industry will do this for you:

First, it will place your product before a maximum number of retailers with a minimum amount of traveling.

Second, it will, in itself, secure more favorable publicity for you than that which your salesmen secure when they travel alone.

Third, it will present your product under conditions which are most favorable for buying. There is something about a visit to a merchandise show in a hotel room which encourages leisurely selection by the buyer.

San Diego Raises "Yellow Chip" Fund to Finance Post-War Plans

AS the "growingest" of all our war communities, San Diego would seem to have most to fear, against the time when we shall all convert back to normal.

But San Diego is not afraid, and it is raising a "yellow chip" fund to be ready. That fund is to finance the activities of its Post-War Planning

Committee. Already it is recognized that the conversion job will be largely a sales job, for the objective is to retain existing payrolls after the war.

Some idea of the size of that objective is gained by taking note of how much San Diego has grown.

Everybody knows that Washington has grown. In war-time Washington,

the ultimate seems to have been reached.

Yet San Diego had grown 35% in two years, compared with Washington's 25%, when the Census figures were published in May, 1942. Its civilian population was estimated at 182,500 in 1939, and at 385,000 in January, 1943, based on OPA estimates for rationing purposes. That is more than 100%. It is like Dayton becoming Cincinnati in four years.

In 1939 San Diego's industrial payrolls were \$11,000,000; in January they were estimated at \$187,000,000 for this year—\$176,000,000 increase to retain in factory earnings alone. In 1939 there were 8,000 industrial workers; today there are more than 80,000. All payrolls—industrial, commercial, utility, municipal, professional—will be around \$328,000,000 this year.

Building, rentals, water, electricity, gas, telephone service, school enrollments, births—everything except deaths, has increased around 100% during the past two years. Births rose nearly 100% from 1939 to 1942. The new money is earned by young people, coming in to find jobs, and the death rate is moderate.

Determined to Hold the Line

How does San Diego propose to hold the line?

First of all, San Diego is determined not to lose time in winning the war. That is item No. 1 in all planning for the future.

Then, San Diego doesn't want to "go back" to anything.

For example, going back with almost as many people on her payrolls as lived there five years ago, would mean trying to build peacetime industries, and to market the products, against all the handicaps that San Diego has had in the past.

One handicap is railroads. The town has only one railroad to the north, and one to the east. The latter is over mountains. When it was dreamed of, and fought for, years ago, the city rated only a difficult line with grades and curves so sharp that now long trains cannot be hauled. With her present population, she wants a modern railroad to the east, and double-tracking to the north.

Another handicap is water. After long battles, the supply brought to the population of five years ago, had a comfortable but not wide margin for growth—as it was visioned then. War growth has made the supply inadequate. Before industries can be invited to come, assurances of an abundant water supply must be given.

Another handicap was harbor fa-

SALES MANAGEMENT

Often her favorite brand is just a dream, but —



SHE CAN LOOK FORWARD TO TOMORROW!

Her favorite brands—the ones she loves to serve—may not be obtainable right now

With war requirements—scarcity—ration points—and all—she does the best she can today—but her dreams carry forward into tomorrow

Then all her favorite brands will be available once more.

Important advertisers make no secret of the value they place upon holding consumer demand until retail shelves are fully stocked again.

They are holding this preference through continuing newspaper advertising—which is today more powerful than ever before. Newspapers are read more eagerly, more thoroughly than ever in the past.



The great industrial city of Toledo and its rich surrounding agricultural area comprise Ohio's DOUBLE VALUE market. Lucas County (TOLEDO) tops all counties in Ohio in per capita effective buying income. The Blade is Ohio's second largest evening newspaper.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

"TODAY, IN BUSINESS AS IN LIVING, THE ESSENTIAL THINGS COME FIRST!"



Bread... and the Philadelphia Market

A loaf of bread? . . . the Liberty Bell? . . . the Philadelphia Market? . . . What have they to do with each other? Simply this . . .

The people of America know that bread is essential . . . Without it the Nation's dinner pail could be as bare as Mother Hubbard's legendary cupboard!

And the business men of America know equally well that advertising is essential . . . that advertising in *the right markets* is doubly essential — particularly now — or back they could go to the days of cracker barrels and oil lamps!

Philadelphia is one of those right markets . . . and KYW the *essential*

station . . . because KYW, like scrap-ple, is to the Philadelphian's taste . . . and its directed coverage saturates the market from the Appalachians to the sea. As one of the fastest growing victory centers in America, with an 80% increase in effective buying income in three years and a 21% increase in retail sales, the Philadelphia market of 5,500,000 people is yours with KYW.

KYW . . . PHILADELPHIA

One of Eleven Stations in
Eleven Essential Markets
Represented by NBC Spot Sales

Eleven stations which reach out to 55% of the radio families in the

United States (primary areas only) . . . eleven essential markets where the buying power is 34.2% greater than the country's average.

Yes, eleven stations and markets as essential to American business for the maintenance of war and peacetime sales as bread and liberty are essential to Americans for the maintenance of life.

KYW • PHILADELPHIA

WEAF • New York KOA • Denver
WRC • Washington KPO • San Francisco
WMAQ • Chicago WBZ-A • Boston-Springfield
KDKA • Pittsburgh WGY • Schenectady
WTAM • Cleveland WOWO-WGL • Fort Wayne

NBC SPOT SALES

One of a series on America's fastest-growing Victory Markets—Philadelphia

cilities. For years, San Diego pled for the dredging of its fine natural harbor. Now Uncle Sam has finished that job in a hurry, but there must be port facilities for doing business across the Pacific after the war.

Highways, airports, boulevards, schools, housing, raw materials from agriculture and mining roundabout—these are some of the improvements needed to keep, as home-owners, the war workers who have flocked in, together with markets for their products. Otherwise, wartime San Diego will shrink into a "ghost" town.

Last July, a temporary committee

on post-war planning was appointed by the San Diego Chamber of Commerce, to explore future problems, and to make recommendations.

In December this committee met, and a permanent committee was appointed to stay on the job, and to spearhead for regular committees dealing with transportation, municipal affairs and other activities of a live organization.

The permanent committee immediately set up a tentative twelve-to-eighteen-months' budget to cover expenses, and started to collect a post-war fund of \$100,000, which was

called "Yellow chip money."

Holding San Diego's war gains will be practically a card game, with a hand to be played the hard way. There must be an organization of full-time, experienced men to "sell" industry in San Diego.

That will take yellow chips, and the fund will be kept separate from Chamber of Commerce dues, and used solely for post-war planning.

Before the defense program started, the city had industries that had come in under competition for advantages in materials, labor, markets.

Then Uncle Sam ordered in defense and war plants of enormous proportions, built factories, recruited workers, put production on a round-the-clock basis.

It would be futile today to lay plans for these war plants as to when they must come down to an eight-hour day. It would be impossible to imagine to what their miles of floor space and acres of equipment can be diverted, or to think of what jobs will be available for their employees.

Plan Now for the Future

It is known, however, that huge public works will be needed throughout the country; and those necessary for San Diego can be planned now, blue printed, and held in reserve.

It is known that vast quantities of products will be needed to bring our American way of life back to normal; that foreign lands will have to be rehabilitated; that China will be ready for modernization, and that markets can be found at home and abroad. Tentative plans can be laid now to manufacture and to sell these products.

It is known that every other community, and every American business organization, is making tentative post-war plans. These plans can be followed, and San Diego's facilities coordinated with them.

The soundest planning will be for the community itself. Therefore the city's planning commission is also active, studying population by incomes, employment, homes, ages, education, land use and housing, public finances and bearable taxation, government costs and other problems of a livable community. It is believed that growth will be greatest in the suburbs, a general trend in American cities, and so the city and the county are working together. The city now covers 95 square miles, and the metropolitan area 185 square miles, including the city. Already, opinion is divided as to which outlying area will experience the greatest growth—all of which strengthens the determination to be ready for what may come.

WHAT EVERY RADIO ADVERTISER SHOULD KNOW!



THERE'S more to coverage than power. The available audience within a station's coverage area is the true yard-stick of the market. For instance, WMC, with 5,000 watts power day and night,

covers an audience of 3,092,108 people . . . an audience *greater than the total population of the state of Tennessee!*

You get to *plenty* people when you sell over WMC.



Member of
South Central Quality Network
WMC—Memphis
WJDX—Jackson, Miss.
KWKH-KTBS—Shreveport
WSMB—New Orleans
KARK—Little Rock
REPRESENTED BY
THE BRANHAM COMPANY

WMC

MEMPHIS, TENN.
5,000 WATTS
DAY AND NIGHT

OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

"Rake in" Your Share of this 1943 Crop Money!



"BROAD ACRES," BY CLYDE BROWN

THERE'S plenty of spending money growing on the broad acres of Prairie Farmer Land. Here farming is diversified, and there is always cash coming in: from dairying, from fattening cattle and hogs and from marketing soy beans, corn, wheat, oats or other crops. Thus, here you can most safely invest your advertising dollars. Prosperity is a habit throughout Prairie Farmer Land, and so is *spending* for the better things of life.

This year, with all the farm family working for Victory and producing as never before, there's extra abundance for them — and extra sales opportunities for you.

The surest way for you to "rake in" your share of this 1943 crop money in Prairie Farmer Land is to use the double-powered sales combination of Prairie Farmer and WLS.

Use the Combination—

P

RAIRIE FARMER

F

BURRIDGE D. BUTLER
Publisher and President

Since 1841

and

WLS

CHICAGO

Double Your SALES Power in Prairie Farmer Land!

NATIONAL HEADLINER'S AWARD

★ ★ **FOR 1942** ★ ★



To Keith Wheeler

for his outstanding exclusive
story of the

Bombing of Kiska

★ Latest of a growing group of TIMES men cited for extraordinary achievement in American journalism, Keith Wheeler, war correspondent assigned to the U. S. Pacific Fleet, has won the National Headliners Club award for outstanding exclusive foreign reporting in 1942.

Wheeler's epic fighting front dispatches from the Aleutian Islands, culminating in an eyewitness story of the bombing of Jap-held Kiska brought him Headliners recognition. He is on the job in the Aleutians today, keeping TIMES readers posted on the details of current offensive operations by our forces.

Wheeler's citation by the Headliners Club is indicative of the high caliber of The TIMES' foreign staff—the largest foreign staff in America reporting to one newspaper exclusively.

In Chicago it's The TIMES for ALL the war news . . . through exclusive battlefront dispatches from able staff correspondents . . . through supplementary dispatches from Associated Press and United Press correspondents strategically located in action centers all over the globe.

THE TIMES
CHICAGO'S PICTURE NEWSPAPER

Marketing

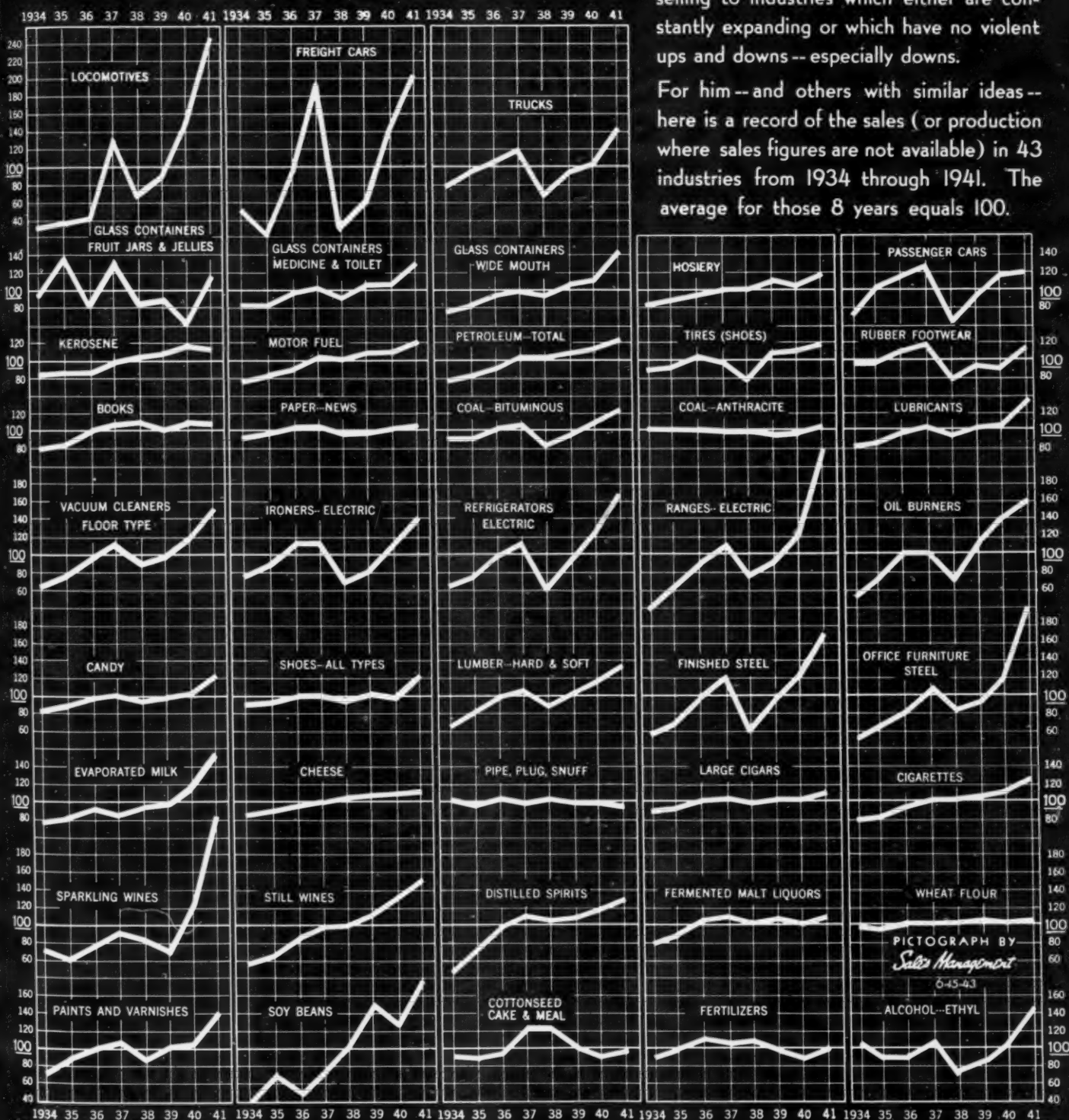
PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

WHICH ARE THE MOST STABLE INDUSTRIES?

A SALES MANAGEMENT subscriber who makes electrical products for industrial use wants to center his post-war planning on selling to industries which either are constantly expanding or which have no violent ups and downs--especially downs.

For him--and others with similar ideas--here is a record of the sales (or production where sales figures are not available) in 43 industries from 1934 through 1941. The average for those 8 years equals 100.



SOURCE: Survey of Current Business,
the Department of Commerce

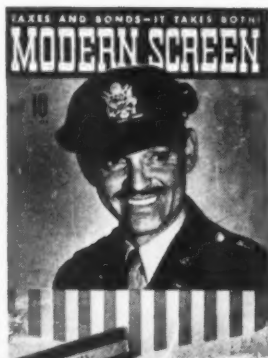


Modern Magazines HAS LARGEST GAIN

ON



*A.B.C. gain last six months 1942
vs. same period 1941.



No one factor can be credited for this outstanding achievement by Modern Magazines over the newsstands. The kind of people for whom these magazines are edited are making lots of money, that's true. The magazine business is generally good, that's true. But, the fact that these magazines must be editorially right, unquestionably accounts for a large part of this newsstand gain.

Every month there are only so many good stories that can come out of Hollywood, and we take the best for our ONE Screen magazine. Every month our editors receive only so many good real life stories, and the best goes into our ONE Romance magazine. Every month there are only so many good screen fictionization stories, and our editors pick the best for our ONE Screen-Fiction magazine.

This publishing formula is fool-proof. We take the wheat from the chaff and deliver the best available material to the readers of Modern Magazines. For advertisers we are delivering impressions in three non-duplicating magazines to the richest market today — middle-class wage earner families.

MODERN MAGAZINES

Read by over 2,700,000 "Middle Class" families

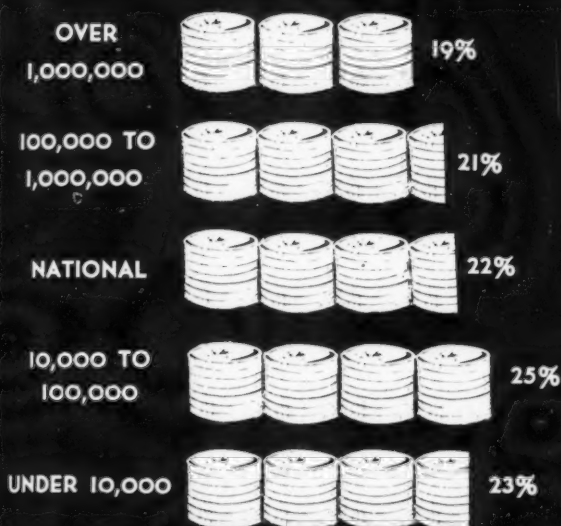
PUBLISHED BY DELL PUBLISHING COMPANY, INC., 149 MADISON AVENUE, NEW YORK, N. Y.

WHERE DRUG STORE SALES ARE HEADING

1 TO SMALLER CITIES

The difficulty of getting to the big cities, higher agricultural buying power, increased industrial activity: these have combined to give drug stores in small cities a slightly larger increase than in the major markets, according to Nielsen field studies, which compare January and February of this year with last year's same months.

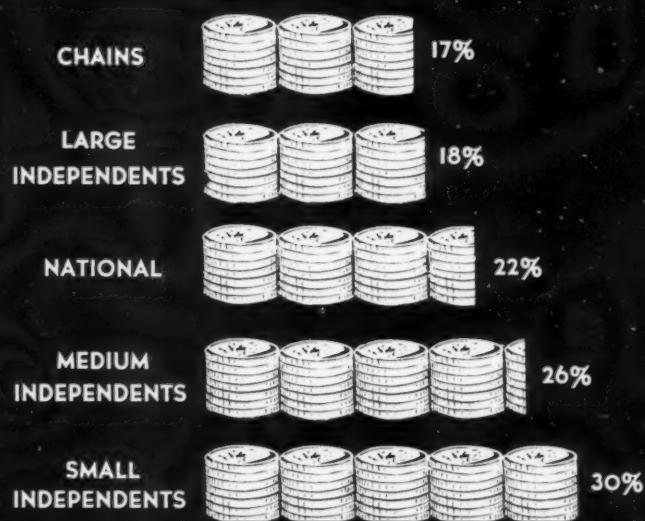
CITY SIZES DOLLAR GAIN 1943 Over 1942



2 TO SMALLER STORES

Close-to-home buying and small-town prosperity have combined to give the small druggist the biggest percentage increase.

STORE SIZES DOLLAR GAIN 1943 Over 1942

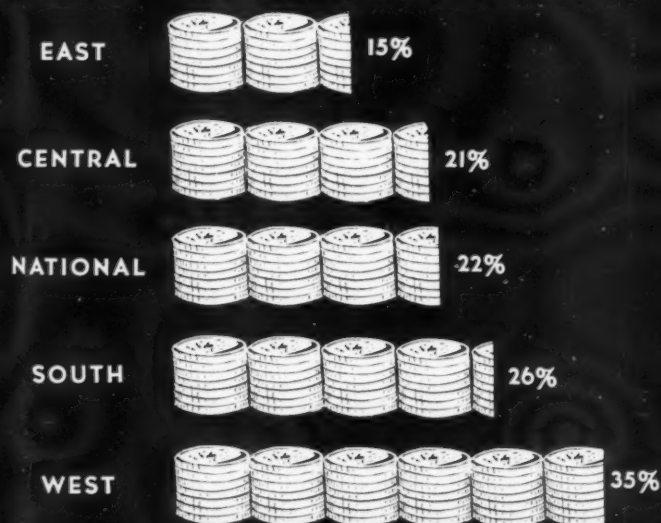


PICTOGRAPH BY
Sales Management
6-15-43

3 TO SOUTH AND WEST

The South and the West have had their normal growth pushed ahead decades by the war. Naturally, these sections lead in drug sales increases.

SECTIONS DOLLAR GAIN 1943 Over 1942



4 TO SLUGGISH STORE PROMOTION

Personnel shortages, "green" help, the natural inertia against doing any pushing in a seller's market: these have materially reduced the number of displays and the amount of advertising. Ten typical drug-toiletry national brands show these declines in "push" over a two-year period.



SOURCE: A. C. Nielsen, President the A. C. Nielsen Company, before Toilet Goods Association, Inc., 5-12-43



★ How Industrial Advertising Is Expediting the War Effort



Examples of industrial advertising that are contributing significantly to the success of the nation's war program have been gathered together in convenient book form: "The Advertising Manager on Industrial-Information-Please."

This free book not only reproduces the actual advertisements, but tells the story behind them.

Each campaign is detailed in terms of

Problem

Advertising objectives

Sources of Information

Types of media used

Results

You see exactly how industrial advertising is being

used to help the country's Production Army on such vital problems as

HOW to conserve critical materials

HOW to speed the completion of new war production facilities

HOW to maintain the life of essential equipment

HOW and where to use substitute materials

HOW to train new or old workers in new methods

FOR EXAMPLE—

"The Advertising Manager on Industrial-Information-Please" shows how one company has directed its advertising to the job of making existing equipment perform more efficiently

—an instrument manufacturer educates customers in the proper care and conservation of products

—a manufacturer is creating, in advance, postwar acceptance of new products; breaking ground for new markets

—another organization is showing users application of product to replace scarce materials

This free book is an introduction to another helpful McGraw-Hill service to industrial advertisers:

CASE STUDIES

Eleven analytical Case Studies are now available, of individual campaigns that are setting new highs in advertising results.

In these Case Studies you will find illustrated and discussed the complete promotion program: catalogs,

SALES MANAGEMENT

(CASE STUDIES—CONT.)

booklets, manuals, data sheets and all the other devices developed by these outstanding industrial advertisers. Like this:



"COOK BOOKS"

The most successful campaigns are based on field studies that tell you exactly what questions are being asked by the users of your products.

We sent interviewers into the field for war-production discussions with engineers, production managers, buyers and executives. In many fields, these interview reports are available to supplement your own research.

"The Advertising Manager on Industrial-Information-Please" describes these "Cook Books" of Advertising in detail.

The McGRAW-HILL

NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York (18), N. Y.

Please send the following material on how to make Industrial Advertising do a bigger job:

POLICY ANALYSES:

- ☐ The Advertising Manager on "Industrial-Information-Please"
- ☐ The Top-Executive Goes to War
- ☐ The Sales Manager Faces the Minus-Quota

CASE STUDIES:

- ☐ Westinghouse Electric & Manufacturing Co.
- ☐ Aluminum Company of America
- ☐ Henry Disston & Sons, Inc.
- ☐ E. F. Houghton Company
- ☐ Continental Can Company
- ☐ John A. Roebling's Sons Company

- ☐ Metal & Thermit Corporation
- ☐ Plymouth Cordage Company
- ☐ Gilmer Belting Company
- ☐ Air Reduction Sales Company
- ☐ Manhattan Rubber Mfg. Div. of Raybestos-Manhattan, Inc.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

JUNE 15, 1943

[49]

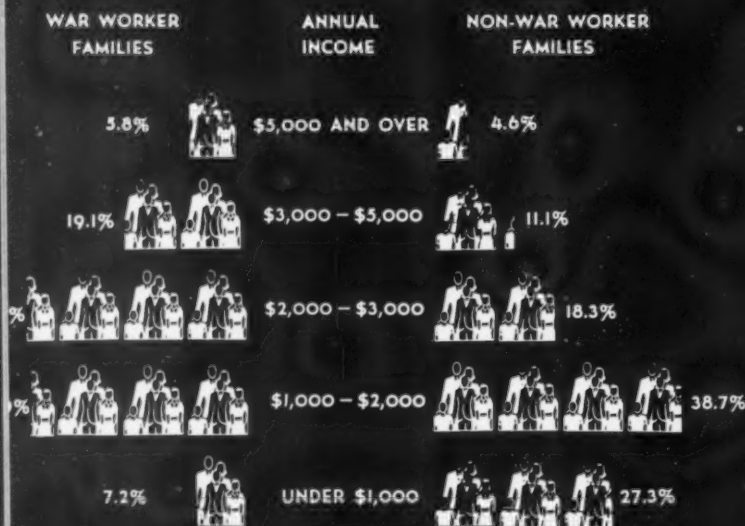
WAR WORK AND AMERICAN FAMILIES

War worker families, representing about one-fifth of the total of all families, have considerably higher average incomes than non-war worker families. 58.9% of the former are above the \$2,000 level, as against only 34.0% for the latter, according to a nation-wide study made one year after Pearl Harbor by Crossley, Inc., under the supervision of the Magazine Audience Group.

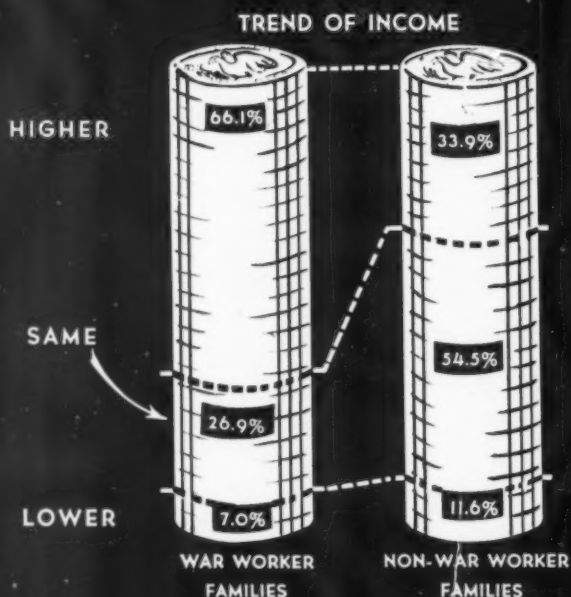
There are two reasons:

1 GREATER PER CAPITA EARNING POWER

In the war worker families 55.1% have occupations ranging from skilled manual workers to major executives, while among non-war worker families the percentage is only 41.1%. This works out on a family basis to these annual income levels:



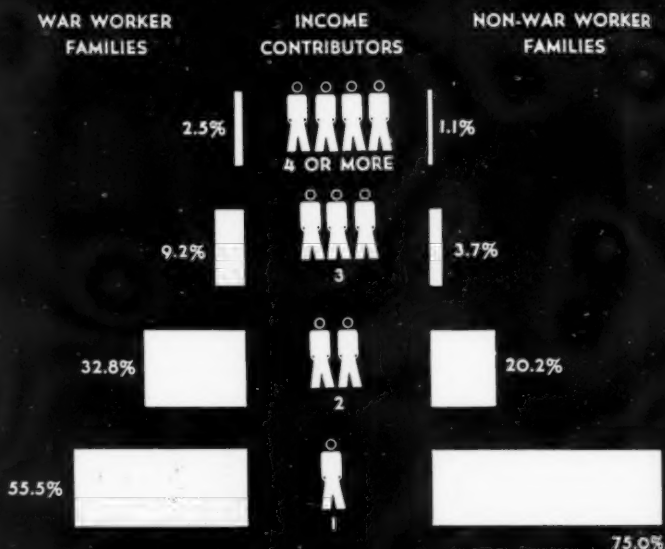
The trend of family income since Pearl Harbor is twice as favorable for war worker families as for the others.



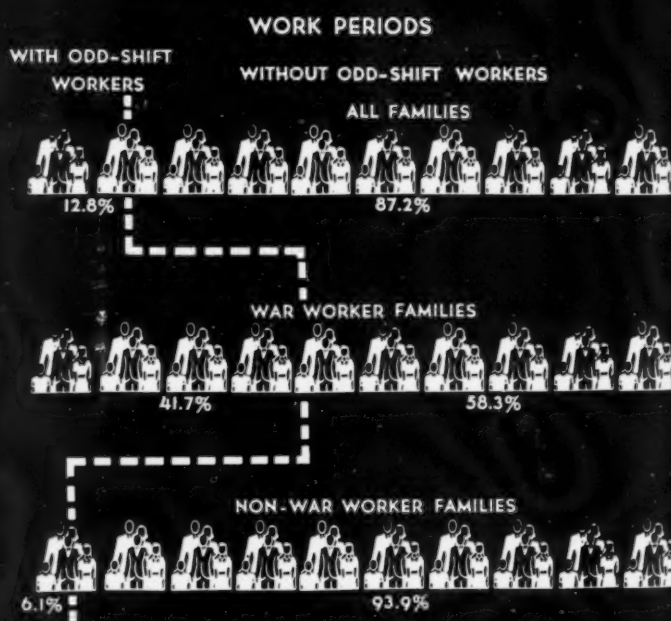
While war worker families account for only a fifth of all families, they represent one-third of all families reporting higher incomes.

2 MORE WORKERS PER FAMILY

War worker families are larger, and more of them work. There are 2 or more breadwinners in 44.5% of the war worker families, as against 25.0% for others:



As of last December, only 12.8% of all families had workers employed on night shifts, but among war worker families the percentage was more than three times greater:

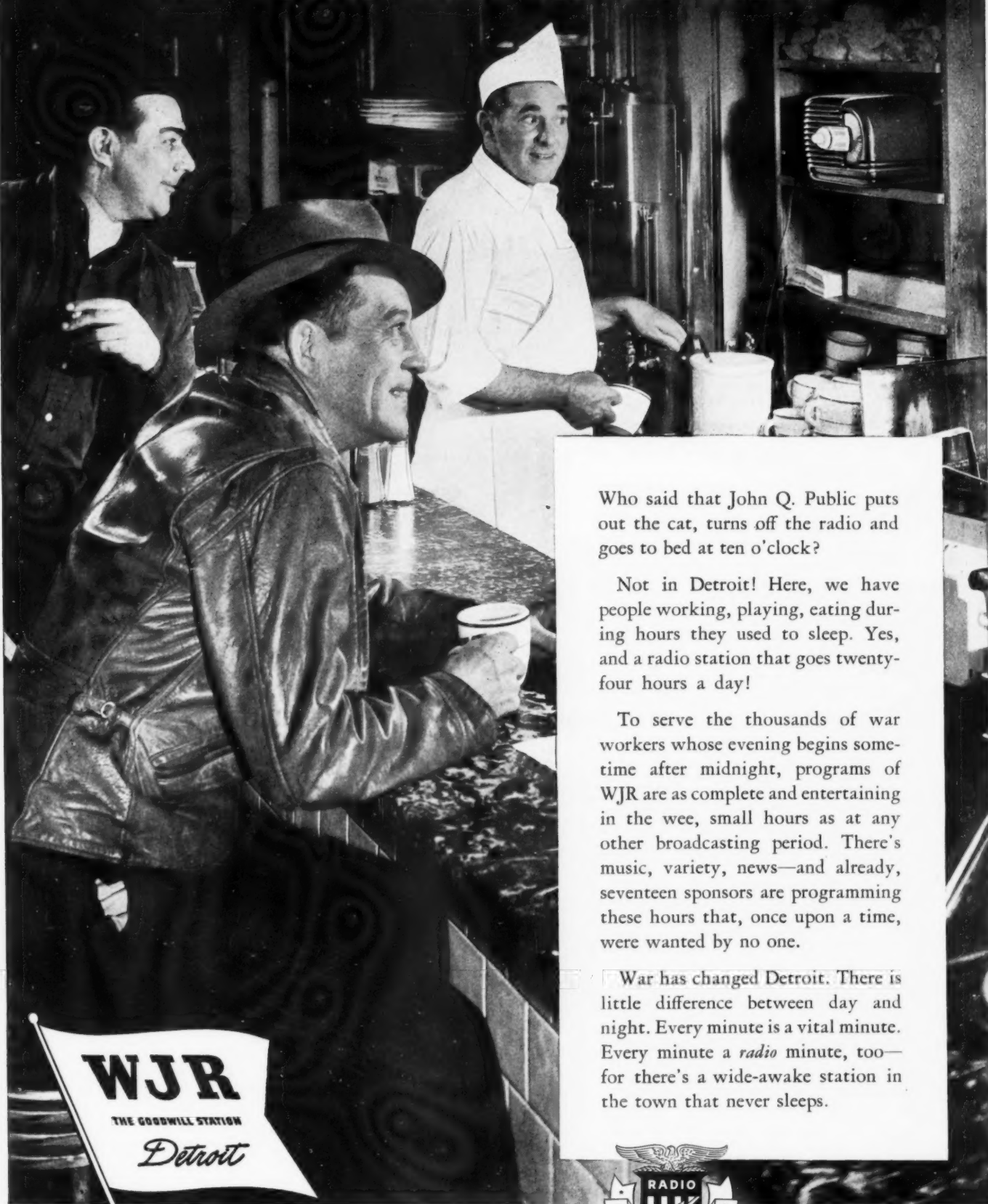


PICTOGRAPH BY
Sales Management
6-15-43

SOURCE "The Impact of War on American Families," LIFE Magazine, April, 1943.



There's a wide-awake station in
THE TOWN THAT NEVER SLEEPS



Who said that John Q. Public puts out the cat, turns off the radio and goes to bed at ten o'clock?

Not in Detroit! Here, we have people working, playing, eating during hours they used to sleep. Yes, and a radio station that goes twenty-four hours a day!

To serve the thousands of war workers whose evening begins sometime after midnight, programs of WJR are as complete and entertaining in the wee, small hours as at any other broadcasting period. There's music, variety, news—and already, seventeen sponsors are programming these hours that, once upon a time, were wanted by no one.

War has changed Detroit. There is little difference between day and night. Every minute is a vital minute. Every minute a *radio* minute, too—for there's a wide-awake station in the town that never sleeps.

WJR

THE GOODWILL STATION

Detroit

BASIC STATION...COLUMBIA BROADCASTING SYSTEM
G. A. Richards, President . . . Leo J. Fitzpatrick, Vice President and Gen. Mgr.



Edward Petry & Company, Inc.,
National Representative

JUNE 15, 1943

[51]



THE IMPORTANCE OF SAMPLING

Merchandise shortages and upward shifts in income are causing millions of families to sample—at their expense—commodities and brands which they never used before.

The possible effect of this gigantic sampling campaign may be illustrated by the distribution of grapefruit juice in the Central States in 1938 by the Surplus Commodities Corporation, which was followed the following year by a sustained rise in retail sales of the product. The gain was materially greater than the gain for the rest of the country, where surplus commodity distribution of the product was negligible.



Today's sampling may lay the groundwork for greatly increased post-war volume for the manufacturer who follows income shifts as they occur, and guides his distribution accordingly.

PICTOGRAPH BY

Sales Management

6-15-43

SOURCE The A. C. Nielsen Company

A PICTURE OF THE COMPOSITE AMERICAN MAGAZINE

A line-by-line check of the contents of every 1942 issue of 32 leading magazines discloses a 59-41 balance between editorial and advertising, or 1,436 editorial lines to every 1,000 advertising lines... the same magazines in 1938 had a 60-40 balance.

This is the editorial picture of the composite consumer magazine in 1942, with comparative 1938 figures in parentheses. Omitted are: General Interest, Cultural Interest, Personalities and Miscellaneous, which totalled 305 lines in 1942 and 362 lines in 1938.



PICTOGRAPH BY

Sales Management

6-15-43

Source: EDITORIAL ANALYSIS BUREAU
of the Lloyd H. Hall Co.



San Diego Leads All Areas in Total Gains

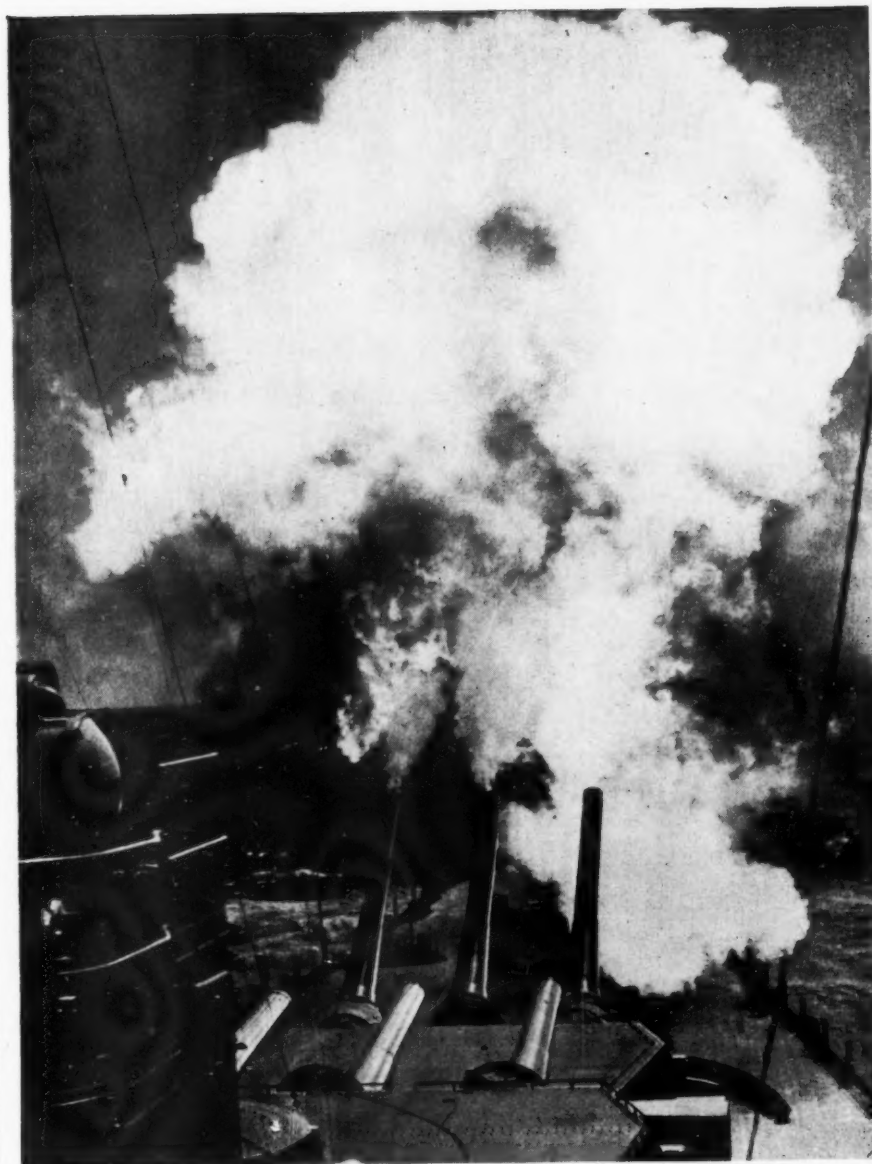
(Continued from Page 38)

As a starter to the individual subscriber's analysis of the changes in Major Trading Areas, 1942 over 1941, SALES MANAGEMENT offers the following preliminary analysis of greatest gains in population, retail sales and per capita effective income dollar gains. These first 25 in each classification can be expanded if you wish a complete analysis in descending or ascending order.

San Diego topped all other areas in population increase May 1, 1942, over the official census year, 1940, with a percentage gain of 25.64. The next 24 in terms of percentage increase are: Newport News, Va., 24.26; Honolulu, 21.66; Washington, D. C., 19.93; Norfolk, 11.64; Detroit, 11.62; Mobile, 10.51; Beaumont, Tex., 10.34; Charleston, 9.70; Texarkana, Tex., 9.22; Gadsden, Ala., 7.46; Wilmington, N. C., 7.46; Dayton, 7.22; New Haven-Waterbury, 7.16; Johnstown, Pa., 6.60; Jacksonville, Fla., 6.56; Oakland, 5.62; Akron, 5.33; Champaign-Urbana, 5.10; Roanoke, Va., 5.04; Los Angeles, 4.38; Burlington, Iowa, 3.83; Wilmington, Del., 3.82; San Francisco, 3.51; Augusta, Maine, 3.50.

San Diego likewise led in retail sales percentage increase 1942 over 1941, with a gain of 54.73, followed by: Portland, Maine, 36.78; Oakland, 33.96; Honolulu, 33.76; Mobile, Ala., 31.68; Seattle, 29.40; Portland, Ore., 28.70; Hagerstown, Md., 27.56; Newport News, 26.41; Sacramento, Cal., 25.52; San Francisco, 24.88; Austin, Tex., 20.02; New Orleans, 19.58; Fresno, Cal., 18.91; Spokane, 18.36; Washington, D. C., 18.25; Durham, N. C., 18.11; Shreveport, La., 18.02; Baltimore, 17.93; Gadsden, Ala., 17.50; Norfolk, 17.22; Tucson, 15.94; Waco, Tex., 15.64; Akron, 14.81; Hartford, 14.72.

In dollar increase in per capital Effective Buying Income, San Diego again topped all other marketing areas with \$713. The other 24 were: Portland, Me., \$560; Seattle, 503; Stockton, Cal., 495; Oakland, 442; Spokane, 439; Baltimore, 418; Portland, Oregon, 414; Los Angeles, 401; San Francisco, 397; Akron, 374; Hartford, 356; Austin, Tex., 338; Worcester, Mass., 310; Williamsport, Pa., 290; Cedar Rapids, Iowa, 273; Sacramento, Cal., 272; Fall River-New Bedford, Mass., 258; Utica, N. Y., 256; Durham, N. C., 255; Scranton, 253; Newark, N. J., 247; Boise, Idaho, 239; Lincoln, Neb., 234; Wilkes-Barre, Pa., 233.



H. Armstrong Roberts

Fire-Power Means Buyer-Power In Troy!

NUMBER One cannon-maker to the Nation is the Watervliet Arsenal, employing thousands of Troy A.B.C. City Zone residents.

In the first year of the war it received armament contracts totaling \$200,000,000 and turned out guns with a total fire-power several times greater than that of any other cannon-making plant in America.

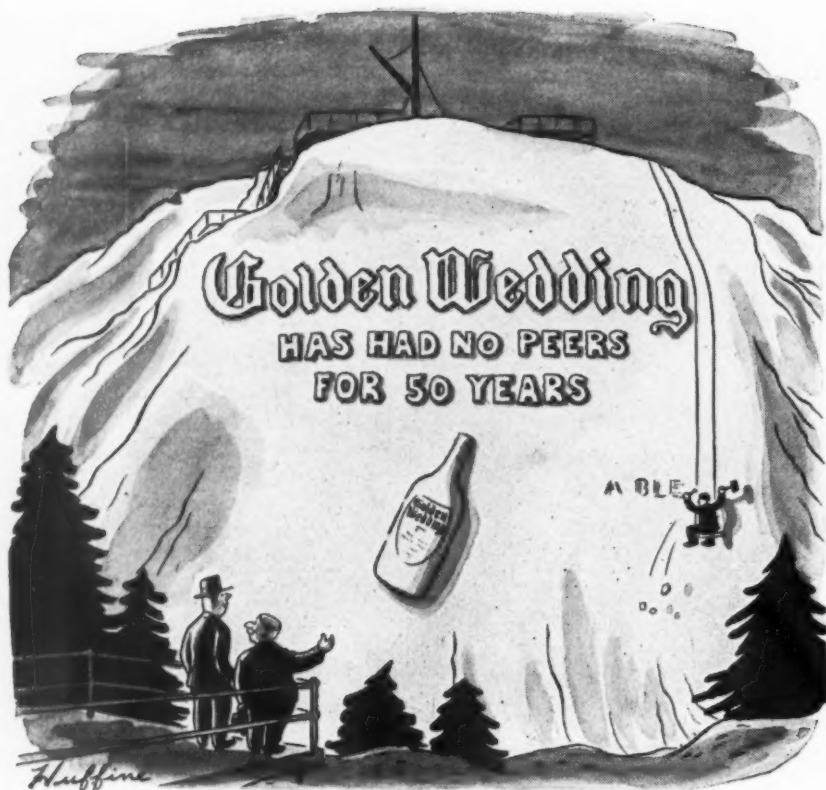
Fire-power means buyer-power in Troy, for the arsenal's workers draw more than \$20,000,000 in wages yearly—a tremendous plus factor in this booming market.

To keep the more than 115,000 consumers here sold on the item you're merchandising today or the name you want remembered tomorrow, use The Record Newspapers.

Because the city's sole dailies enable you to do the complete job at a single rate of only 12c per line Troy is New York State's lowest cost major market.

THE TROY RECORD
THE TIMES RECORD

All Advertising Direct
J. A. Viger, Advertising Manager



"Just in case the paper situation gets worse!"

A blend of straight whiskies—86 proof. Jos. S. Finch & Co., Inc., Schenley, Pa.



At long last, the ides of June. After a seemingly endless Winter, it is a pleasure to make a weather-report which will give aid and comfort to the fuel-rationed natives.

"Fine Persian Lamb," headlines a New York dealer. Tender and Government-inspected, I presume.

Title for a war-song: "I'm Living on Rationed Love."

Speaking of songs, have you heard the Victory Garden aria? Vigoro, Vigoro, Vigoro, Vigoro!

Few cartoonists are more graphic than Hatlo ("They'll do it every time!") Frexample, he said recently: "That worm wouldn't give his mother a ride to the poorhouse."

"Beekman Tower—a well-appointed home where you'll feel an honored guest."—Ad in *The New Yorker*. And not get slapped?

Jack Lutz asked a Pullman porter how late the train was. "About an hour," was the reply. "That late?" asked Jack, with rising inflection. "That ain't late, Sir," said the porter. "We're happy if the train is going in the right direction!" The same contrib reports an infants' wear shop on Fifth Avenue operated by "Missry." Wonders if it reminds any one of the misery of the pre-natal period.

Slogan for a leather-goods article: "The hide to seek."

Stopper by Easy Washer: "The gun that speaks Japanese."

Fred J. Cooper advertises locally that he is a "Jeweler by birth." Born with a silver spoon in his mouth?

Raised - Eyebrows Dept: Navy with nude." — Headline by Bonwit Teller. The subhead clears it up: "Suit-dress exclusive by Milgrim."

Any time you feel indispensable, take a walk through a cemetery and read the headstones. Those guys were pretty hot stuff, too, in their day.

Headline-writers on at least one paper (*The Philadelphia Inquirer*) have taken the column's suggestion that we call our giant bombers "Air Forts."

Herb Stellmacher, of Dallas, says: "Come to Texas where the yams and pork-chops get ripe in the same garden." He documents his invitation with a classified ad from the *Times Herald*, reading: "Nice small home; fine fishing and swimming; 3 miles Dallas Union Station; rich garden-tract for watermelons, yams, pork-chops; price \$632; monthly terms, \$10. Salesmen, 2600 No. Beckley Ave."

With constant turnover in personnel, business ought to be good with the people who manufacture rubber stamps.

Add similes: "As irretrievably lost as any article left in a suit sent to the cleaner's."

"If you are a housewife with four mouths to feed," the announcer was saying. The Missus figured it was a case for Ripley.

"Steep Hill Ahead." That's grade-labeling, too, come to think of it.

The most popular spot in any office on Monday morning is apt to be the water-cooler.

Ed Porter writes from St. Paul to say: "Then there was the girl who sold her soul for a heel . . . but it was Nylon!"

The Lark that Lost her Spark. In the novel, *Little Billee*, Trilby the artists' model sang like a lark, so long as she was under the hypnotic spell of Svengali, the musician and mesmerist. Trilby trilled and thrilled until her patron died, after which she couldn't sing a single note. You know the story, of course.

With the first note of the bells announcing war's end, the seller's market, too, will lose its spark . . . will be

SALES MANAGEMENT

POTENTIAL CUSTOMERS

~~CIRCULATION~~ COUNTS MOST IN NEW YORK CITY

"ME NO EATEE CEREALS. VELLY HAPPY ON CHINEE FOOD!"

CORN FLAKES

"CEREALS GIVE MY HUSBAND AND YOUNGSTERS THE ENERGY THEY NEED."

New York City may be one place . . . but certainly not one people. As melting pot of the world, it has over 2,000,000 foreign-born residents.

In eating-habits, for instance, these New Yorkers are largely dominated by the customs of their country of birth. Food surveys in these foreign-born areas prove they are negligible prospects for many nationally advertised products. For such advertisers, circulation here is largely non-productive.

On the other hand, New York City has large areas (mostly private residential) where eating habits are typically American, where ability-to-buy is far above the norm, where size of family and home environment make them better than average prospects.

In covering the New York City market, smart advertisers have learned that extra emphasis on these preferred areas pays extra dividends.

This is balanced spending!

FOR EXTRA EMPHASIS ON "PREFERRED FAMILY AREAS" USE

NEW YORK CITY'S
HOME GROUP

Long Island Daily Press

Covering the southern half of Queens (New York City)

Long Island Star Journal

Covering the northern half of Queens (New York City)

Staten Island Advance

Covering Staten Island (New York City)

185,532
ABC CIRCULATION



If *You* lived in Portland you'd read

When *The Journal* goes to press it's mid-afternoon in Portland. In New York it's after six; in London, Paris, Berlin, Moscow, it's midnight or later. This time advantage enables *The Journal* to bring its readers news the same day it happens—news that only an afternoon newspaper on the Pacific Coast can publish at this time!



THE JOURNAL holds a unique position as the only afternoon newspaper in the Portland Area! Thus it can publish world news as well as the local news the day it happens. In addition *The Journal* gives its readers both nationally famous features and favorite local writers. It publishes news and features in popular balance. That's why *The Journal* is today, as it has been for years, the preferred newspaper in the Portland Area. Here population exceeds 600,000 and monthly payrolls top 41 million dollars, making the Portland Area one of the Pacific Coast's five outstanding markets.

**The Journal* reaches 19,965 more families in the Portland Area than any other paper.

Portland's Afternoon Newspaper

The JOURNAL
PORTLAND, OREGON

Represented by REYNOLDS-FITZGERALD . . . New York, Chicago, Philadelphia, Detroit, Los Angeles, San Francisco

a dead, inert thing. If you have thought of the seller's market as a substitute for continual advertising in these times, Scratch Pad respectfully urges you to sing another tune . . . to cast off the spell of this ephemeral and deceptive hypnotist.

* * *

The World Almanac lists Edward Everett Horton as having been born in Brooklyn in 1927. That would make him 16 years old. It's a trend these days among men of my generation to drop a few years from the birth certificate.

* * *

Bob Graham quotes a Fleetwings headline: "For every hero — one Blondel." As a Coast Guardsman, he would drop that final "l."

* * *

Early to rise and
Early to bed—
A fellow might
As well be dead.

* * *

"We're looking for a top-flight copywriter," says a display ad. Who isn't?

* * *

I heard a former German newspaperman say that the psychology behind "Heil, Hitler" was the great number of mentions Hitler would get every day all over Germany. Republicans could learn something from this. Instead of referring to America as a "democracy," they should call it a "republic." Remember that cliché, "Repetition makes reputation."

* * *

After buying myself a little hand printing-press and a few fonts of type, I'm going to be more sympathetic to printers and their craft. I had to use a magnifying-glass to tell an 8-point period from a comma.

* * *

The airplane is a great invention, but Ambassador Hugh Gibson does not think that mere nearness to our neighbors will make for sweetness and light in the post-war period. "It may just make it easier to get in one another's hair," he told a bunch of advertising men recently.

* * *

According to *Look* magazine, dies and tools for the 1942 automobiles will be used in first post-war production. Detroit calls them "unemployment insurance," providing peacetime work for the most men in the shortest time.

* * *

"What is a nut?," asks the Elastic Stop Nut Corp. Write your own answer. We'll print any that will pass the postal laws.

T. HARRY THOMPSON

SALES MANAGEMENT

"TIME IS AMERICA'S MOST IMPORTANT MAGAZINE". . . .



Results:

Again and again, without a single exception, these 32 groups of top-ranking, opinion-forming Americans voted "TIME is America's most important magazine."*



Conclusion:

The 32 groups of men and women who were reached by these surveys include the great majority of the most influential people in America—the people who shape America's thinking from her political opinions to her buying habits—the people without whom any advertising campaign is taking the long, slow, hard way around.

**that carries advertising.*

All These 32 Groups of Influential People (Without a Single Exception) Vote "TIME Is America's Most Important Magazine":

Members of Congress • Top Businessmen listed in Poor's Register of Directors and Executives • Newspaper Editors • College Presidents • Radio Commentators • Mayors • Doctor Members of the A.M.A. • Magazine Editors • Men listed in "Who's Who" • Women listed in "Who's Who" • Newspaper Columnists • "America's Young Men" • Officers of Engineering Societies • Trade Association Executives • Lions Club Presidents • Rotary Club Presidents • U.S.O. Chairmen • Savings Bank Trustees • N.A.B. Officers and Directors • State Legislators • Headmasters of girls

schools, boys schools, co-educational schools • Principal High School and Public School officials • Nieman Fellows Postwar Planners • Public Librarians • Trade Paper Editors • Women Columnists • Women's Page Editors • Heads of "International Affairs" Organizations • Motion picture company officers and directors.

TIME
THE WEEKLY NEWSMAGAZINE

MEET A *Young Charmer* WITH A FUTURE



Photo by Montague Studios

Barbara McDowell is a Wichita "BOOM-BABY." "Boom-Baby" because she was born in a "Boom-Town." Facing a bright future because Wichita is a "Boom-Town" with a future. Barbara's dad is building for his family's future at Wichita's Boeing Aircraft plant.

Are you building your present and future sales in Wichita?

Today Wichita ranks first among all sales hot spots in the Middle-West — and fourth in the entire country. KFHH—the only full-time, 5000-watt in Kansas—is ready to do the job for you.

**That Selling Station
in Kansas' Biggest, Richest
Market!**

**KFHH
WICHITA**

**CBS—5000 Watts Day & Night
Call Any Edward Petry Office**



Glenn D. Gillett Computed Field Strength Distribution Based on Performance and Previous Survey Measurements—5000 Watts Day and Night—October 1948

Significant Shorts on Post-War Planning

TOP executives, company planning boards, industry association, state and local governing bodies—all are tackling today the key problem of post-war planning. Given here are only a few of the most typical trends in post-war planning and thinking:

Post-War Planning Committees:

Ralph J. Cordiner, president of Schick, Inc., has announced the creation of a post-war planning committee and the addition of three engineers to the company's research staff. The committee has been organized to meet the "double test which will underlie the survival of private enterprise in post-war reconstruction—the ability to sustain employment at the American wage level; and on the other hand, the production of things and services at a price which will improve the general standard of living." Included on the committee are the vice-president in charge of sales, the patent attorney and research director, the chief engineer, the production manager, and the general superintendent.

Devoe & Reynolds, Inc., New York City, has formed a three-man planning board to study prospects and possibilities for the paint and brush industry after the war. The board consists of the vice-president in charge of trade sales division, the vice-president in charge of industrial, railroad and marine divisions, and the vice-president in charge of finance, accounting and administration. Employees of the company, as well as the general public, are being invited to submit ideas and plans. In addition, the board is maintaining contact and exchanging ideas with other manufacturers in the building materials and paint industry, who will have similar problems to Devoe in the post-war period.

Representatives of Sparks-Withington Co., Jackson, Mich., were called to a special meeting to review the post-war plans the company has drawn up to date. This is one of the first companies to hold open discussion with its field men on post-war planning.

The Norge Division of Borg-Warner Corp., Detroit, is launching a nation-wide survey of expert marketing opinion regarding wartime and post-war activities with special emphasis on the post-war angle. Nearly 5,000 appliance dealers and more than 60 major distributors in important cities are supplying special information in a poll of fact and opinion for monthly

findings and reports on the national marketing and economic situation.

The survey particularly will seek to obtain data regarding new merchandising and promotional methods, profitable lines for dealers to handle today, lines which will help the dealer to keep his organization intact, product design and functions, public relations, and post-war preparations.

The organization carrying out the survey will be known as the Norge Jury of Marketing Opinion.

Association Post-War Planning:

Studies of post-war advertising have been authorized by the Executive Board of the Committee on Consumer Relations in Advertising in its research budget for the current year. These studies will include advertising in relation to general distribution problems and advertising in relation to consumption problems.

The American Washer and Ironer Manufacturers Association, Chicago, has appointed an industry-wide special committee to study the problems which will be involved in post-war manufacturing and distribution. John M. Wicht, president, in appointing the committee predicted a "victory market for more than 1,000,000 household washers with continuing annual requirements, totalling 3,000,000 washers and 1,000,000 ironers through several years."

Community Planning:

A statewide Committee on Post-War Economics, representative of California's industrial, agricultural and commercial enterprises has been organized. Asa V. Call, president of the Pacific Mutual Life Insurance Co., has been appointed chairman of the committee. The objectives of the committee, which are similar to other state post-war planning committees include:

1. To consider and make recommendations upon matters of public policy and the attitude of Government affecting private enterprise.
2. To stimulate and assist private industries in California, in making long-range plans for maximum employment and production in the post-war period.
3. To initiate research which will assist private industry in post-war planning.
4. In cooperation with other committees of the State Chamber of Commerce to study and recommend action upon post-war economic problems in which California and the Pacific Coast may have interests which are peculiar to the region.

Better Homes & Gardens helps us meet our never-before-experienced home maintenance problems"

"For the first time in our lives, we're doing nearly all the maintenance jobs around our home ourselves. And, believe it or not, this home of ours is in better shape than it's ever been, *thanks to Better Homes & Gardens.*

"You see, like many folks, we used to depend on the plumber, the carpenter, and the painter to do our home improving for us. I don't believe, until this year, we ever made a systematic checkup of our home to look for small troubles that might later develop into expensive repair jobs. A story in *Better Homes & Gardens*—"Go Looking for Trouble"—started us out. We found plenty to do, all right—little things, that might have meant real grief later on.

"In everything that affects family living, we find *Better Homes & Gardens* anticipating our problems so that we are prepared to meet them when they arise. This problem of home maintenance, for example. It is only one of our never-before-experienced family living problems that are made easy for us—*thanks to Better Homes & Gardens.*"



"... thanks to
Better Homes & Gardens"

That's a typical statement of a *Better Homes & Gardens* reader. For today it is considered everywhere as the *family-service* magazine that is helping most in the adjustment of family life to wartime living. To its readers it has become indispensable.

In everything that affects home living today—home maintenance and management, meal planning, gardening, home furnishing, child care—*Better Homes & Gardens* is regarded as the friendly authority. No wonder its *reader intensity* is 24% greater than it was in 1941.

Better Homes & Gardens

America's Family-Service Home Magazine

27 Wartime Marketing Problems You Can Solve with Direct Mail

Here is a bang-up check list of jobs you can do efficiently and economically with one of the most versatile of all advertising media.

BY W. J. WALKER

*Dickie-Raymond, Inc.
Boston*

IF you were familiar with pre-war direct mail you knew it was a highly adaptable, selective medium which did many different jobs—and did them well. But, unless you've been in close touch with direct mail since, you'd be amazed at the jobs it is tackling now, the success it has had in solving problems arising as a result of wartime conditions.

For many of the problems which beset business today involve difficult situations—many concerns have to back away from new business, have difficulty even in serving their regular customers. And the personalized approach of direct mail is an effective way of presenting your case to customers and prospects alike—an understandable and believable approach in which to tell of difficulties, explain problems, ask for cooperation.

Of course, along with these new burdens, direct mail is still shouldering its regular peacetime jobs, wherever they still can be used. In selective markets, direct mail is continuing to pinch-hit for salesmen, to sell by mail, to get inquiries, and requests for samples. Yes, the old jobs are still with us in many cases.

But, the *new* jobs—the problems which have grown out of war conditions—are surprisingly numerous and varied. They range all the way from the finding of skilled workers for highly specialized trades, to boosting morale on the home front and on the factory front.

No matter what the job, however, one fact has been proved still true: the same techniques which have been effective in promoting sales in peacetime are equally effective for the wartime jobs of today. In other words, you've got to know how to use direct mail if you want it to do a good job for you today—and of course the same principle held true in the days when direct mail was concerned primarily with merchandising and sales promotion. And direct mail *can* do a good job for you if your problem can be solved by a specific approach for a particular purpose.

The list below, showing ways to use direct mail in wartime, is by no means complete—and it never probable can be made complete. New uses continue to be found almost every day so that a list of this kind must necessarily remain open to revision and addition.

1. Getting leads for salesmen.

If your product is not oversold and you're still in the market for new customers, direct mail can help you—provided your market is at all selective. For example, possibly your sales are limited geographically, or by income brackets, or you sell only to certain types of businesses. If so, direct mail can act as a door-opener for your salesmen by getting inquiries, expressions of interest, requests for samples or literature—just as it always has done so successfully for many companies in normal times.

2. Helping customers care for present equipment.

Many concerns, particularly in the office supply and equipment field, have been converted almost entirely to war work, yet they still have the problem of helping customers maintain equipment. Bulletins, booklets, and wall charts, showing how to take care of equipment for best possible use, have been found helpful for this purpose. Pitney-Bowes, makers of postage meters, for example, recently sent all customers an informative booklet called "How to Get the Most Out of Your Postage Meter Machine."

3. Selling to priority industries.

For some manufacturers, new fields have opened for their standard products, for they have found that they can sell to high priority industries and in turn can get needed materials themselves. This involves a two-fold promotional job, however: aggressive lead-getting promotion to priority industries and—because old customers must not be forgotten—an educational, reminder campaign to non-priority fields. Thus, Sylvania Electric Products, Inc., is using a hard-hitting, sales-making direct mail campaign to priority industries and concurrently is

sending out educational material to others in an effort to lay an effective groundwork for the future.

4. Employee relations.

It's mighty important to maintain employee morale these days, and direct mail is one of the best ways to do it. Does your company ask employees to help avoid accidents and sickness, stagger working hours, send in suggestions, accept special situations? Usually the most effective way to do this is by means of personal letters from company officials, house organs, pay envelope enclosures, booklets, or folders, often in humorous style, all involving proven direct mail techniques.

5. Finding skilled labor.

For most "Help Wanted" problems the classified columns of the daily newspaper undoubtedly are the best bet. But occasionally even a potential employee market can be highly selective, and the personalized touch of direct mail is indicated. American Airlines, for example, looking for hundreds of trained radio operators recently, sent letters to radio "hams" and got the men they wanted.

6. Helping salesmen by contacting smaller accounts.

Direct mail is proving a good substitute for overworked salesmen with expanded territories and reduced transportation facilities. If, for example, your salesmen haven't time to call on some smaller accounts at all, or only rarely, you can keep in touch with this market by direct mail. Direct mail can make the good-will and service calls, the check-backs which salesmen no longer make, fill in between salesmen's calls, prevent ill feeling and keep the small orders coming.

7. Obtaining cooperation when facilities are overtaxed or goods are over-sold.

This is a problem which probably will become increasingly wide-spread as war needs become greater, and it's one which involves an explanation of the reasons why, as well as a request for forbearance and cooperation. When you're asking people to do you a favor, direct mail with its personalized approach is obviously the best method, and many companies are now using it for this purpose. For example, transportation companies asking riders to avoid rush hours, ride when space is available.

8. Helping overworked service and repair men.

With users unable to purchase new equipment, service and repair men in many lines are overworked, trying to keep present equipment in good order. Direct mail can help explain the problem, secure customer cooperation in anticipating serv-



WARTIME PARTNERS

What are you doing about sales contacts these days? Are you carrying on with a greatly reduced sales force? Are your present salesmen finding it increasingly difficult to make those personal calls that bring in business?

Now's the time to make Uncle Sam's mailmen partners of your salesmen. More and more sales managers are counting on direct mail to do a big part of the wartime selling job. Advertising managers are including more direct mail in their budgets . . . advertising agencies are recommending the use of more direct mail for their clients.

Today's direct mail must be geared to create and maintain customers during the critical present, to pave the way for sales and prestige in the postwar future. To get real response, use FULL Color in your folders, booklets, broadsides, or circulars. Through dramatic FULL Color you can achieve realism, command attention, hold interest and motivate action. And it's so easy and inexpensive to get this quality advertising material from Stecher-Traung.

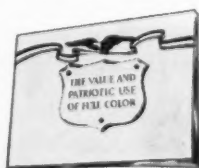
Our unique "Gang Run" Service brings you sparkling, sales-producing FULL Color advertising literature at a price comparable with what you are asked to pay for only two colors. Take advantage of this special service—and benefit from our three-quarters-of-a-century leadership in the field of FULL Color Lithography.

*Contractors to the Government—
War Work Comes First!*

STECHE-TRAUNG
LITHOGRAPH CORPORATION
Rochester, N. Y. San Francisco, Calif.
Offices in Principal Cities

Free! THIS HELPFUL 28-PAGE BOOK!

Describes the advantages of FULL Color in meeting today's selling problems. Tells how to get beautiful results at low cost. Contains color charts and other valuable information.



**MAIL
COUPON
TODAY**



Stecher-Traung Lithograph Corporation, Dept. 313
274 North Goodman St., Rochester, N. Y.
600 Battery St., San Francisco, Calif.

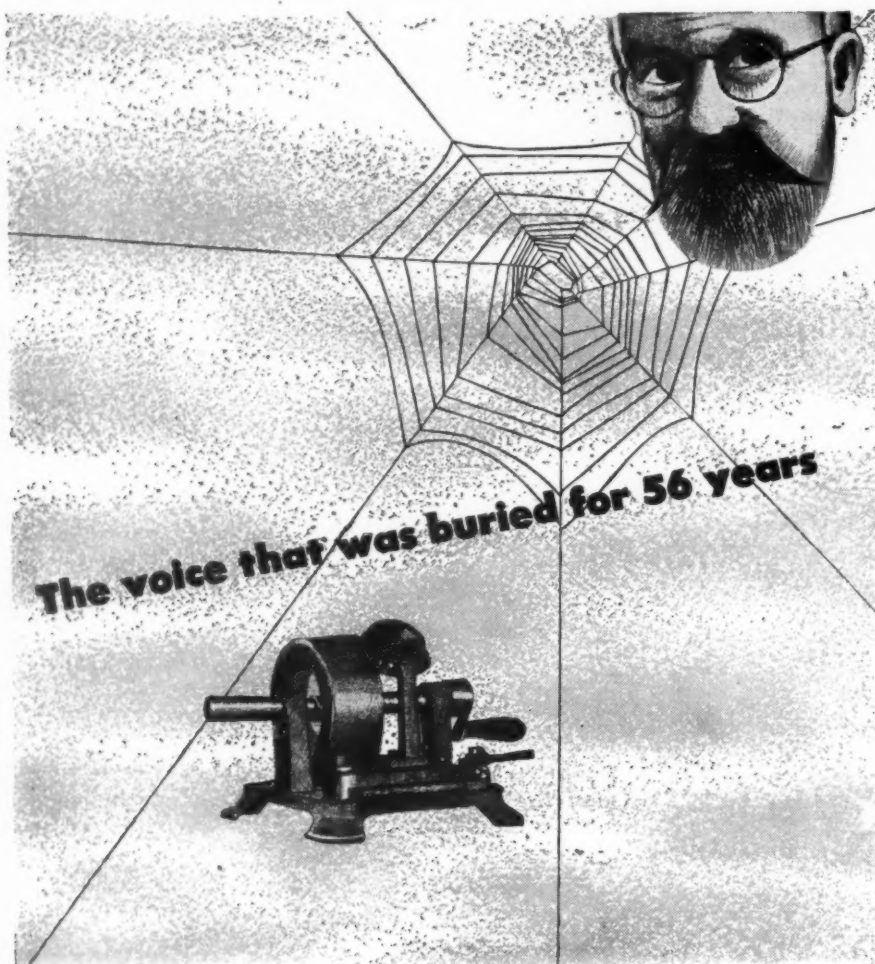
Please send a copy of your new 28-page, Illustrated Full Color Book entitled "The Value and Patriotic Use of Full Color"—free of charge and without obligation.

Name.....Title.....
Firm.....
Address.....
City.....State.....
Type of Business.....

"THERE ARE MORE THINGS in heaven and earth, Horatio, than are dreamed of in our philosophies."

That passage from Hamlet was spoken to the original "graphophone" invented in 1881 by Alexander Graham Bell, Chichester Bell and Charles Sumner Tainter. It was recorded on a wax cylinder, which was sealed in a metal box. For over half a century, that box reposed in a dark vault at the Smithsonian Institution, Washington.

In 1937, in the presence of representatives of the inventors, the box was opened and the first practical sound recording was replayed. Every word was heard plainly . . . and precisely as it had been spoken 56 years before!



During the busy years bridged by those two events, thousands of Dictaphone dictating machines, developed from the original Bell and Tainter Graphophone patent, had gone into service in business offices around the world.

Coming as the first challenge to an out-moded system of dictation which had endured since the days of the Greeks and Romans, Dictaphone saved time and effort — expedited the flow of work — made executives the *masters* rather than the *slaves* of daily routine.

Today, sound recording technique is being developed further in the Dictaphone Laboratories. While a host of Dictaphone users are finding literally no limit to the capacity and versatility of Dictaphone in meeting the pressure of war work, Dictaphone sound engineers are readying improved voice recording methods for the Army, the Navy and vital war services. After the war, the Dictaphone method of dictation will more than ever be a "must" for busy men everywhere.

Dictaphone Corporation, 420 Lexington Avenue, New York.



DICTAPHONE

**ACOUSTICORD DICTATING EQUIPMENT
ELECTRICORD RECORDING EQUIPMENT**

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

ice requirements, and aid in systematic reduction of the number of ordinary check-up calls.

9. **Taking advantage of unusual timely conditions.** With rising income levels due to extended employment, overtime and high wages in many industries, new opportunities have opened for those who have merchandise to sell to this market. If your promotion has been confined to the white-collar group, a direct-mail test might show whether or not you can tap this new, rich field. Insurance companies, for example, would overlook a good bet if they failed to capitalize on this opportunity.

10. **Explaining substitute materials or substitute products.** Frequently these are even better than the original material or product, but to get full advantage from the change, you should explain the facts fully to salesmen, dealers or customers. Direct mail is again the answer, because by using this medium you can get your full story across to the most interested parties.

11. **Expanding in new undeveloped territories.** Occasionally a concern will be in a position in which it wishes to do a job of background advertising in established territories and a sales-making job in new territories. Or, as in the case of magazine publishers, keep-sold techniques are used on present subscribers, selling techniques on prospective subscribers. Direct mail can, of course, do both jobs.

12. **Correcting once minor, now important problems.** Many problems which were once considered unimportant, have taken on new importance because of the stepped-up tempo of today. For example, American Airlines, Inc., always had the problem of "No Shows"—people who reserved seats, didn't use them, and then failed to cancel. Formerly bothersome, but not serious, the problem took on greater proportions in view of the clamor for seats by military and technical experts. So American used direct mail to point out the problem to a key list of executives, and asked their cooperation—with definite and marked success.

13. **Nailing unfounded rumors.** If hysterical reports and scare statements are flying around in your business, you can utilize the good services of direct mail to spike them before they do too much damage. For example, the direct-mail campaign of the S. D. Warren Co. was a major factor in uncovering the true facts of the rumored paper shortage recently.

14. **Finding out possibilities of**

SALES MANAGEMENT

Advertising the Achievements of Free Enterprise

The Chicago Herald-American, in a series of full-page advertisements, for months has been telling its readers some of the accomplishments of Free Enterprise in a war economy.



Horace, the famous Greek philosopher, said, "In time of peace prepare for war." It is just as important in time of war to prepare for peace, and one of the soundest ways for Industry to do so is to take the people into its confidence; let them know what Industry is doing now, what it plans to do in the future.



The Herald-American will continue to tell its readers of the achievements of Industry. But Industry, *speaking for itself*, through the pages of this newspaper, will reach and influence the most important segment of Chicago's population.



The Hub of Trucking

In this War of Transportation that America is fighting, the motor carriers of the nation are playing a vital part.

Chicago is the trucking hub of the United States. Over one hundred and fifty Class One common carrier companies operate out of Chicago to the principal cities throughout the nation. There are, all told, over 150,000 trucks in the metropolitan area of Chicago.

Trucks that but little over a year ago were moving merchandise of a peaceful people are now rolling over American highways with war materials and vital domestic supplies. The motors that once were geared to business competition in the public service have been turned to the needs of a nation at war.

The realities of war have brought to the motor carriers new problems and responsibilities. Conservation of fuel, tires and equipment is essential. The ranks of experienced drivers and mechanics have been thinned by enlistments in the Army and Navy. But the trucking industry continues to serve Business—in war as in peace—with dependence and efficiency.

The loyal patriotic efforts of men and management working in cooperation with the able administration of the Office of Defense Transportation has welded the trucking industry—of which Chicago is so much a part—into a great coordinated unit.

Justly their fighting slogan is "Roll On To Victory."

Chicago Herald-American

NATIONALLY REPRESENTED BY THE RODNEY E. BOONE ORGANIZATION

JUNE 15, 1943

[65]

new products. Direct-mail research when properly conducted, is a valuable method of discovering possibilities of new products, and judging customer-acceptance in advance. Mail questionnaires used for this purpose, are economical and revealing; and, if correctly used and formulated, accurate barometers of true sales conditions.

15. **Determining standing of present products or services.** Here again, direct-mail research can help you find out whether or not your product in its present form, is acceptable, what changes should be made, whether

or not services you are now rendering are necessary. Thus, Dennison Manufacturing Co. sent out a mail questionnaire to all readers of its dealer house organ, asking for comments and suggestions to help them keep it in tune with wartime needs.

16. **Explaining rationing problems to dealers or customers.** With rationing of additional products becoming increasingly necessary, dealers and customers are becoming increasingly confused. Dealers or even customers (if you have a selective group) will appreciate help from you

in the form of letters, bulletins, explanatory charts, etc.

17. **Spotlighting economy features of your products.** With costs rising in almost all fields, you have an excellent angle to push if your product can save money or give greater value at an equal cost. Thus, a food manufacturer stresses in his direct-mail campaign to mothers that by using his product, a wholesome and nutritious dessert can be made without the use of eggs which are relatively expensive right now.

18. **Explaining how to get more production from present equipment.** If you are a manufacturer of machinery or other productive equipment, it is quite possible that you could tell your present users how to speed up production, cut costs, or convert to war production. Direct mail along these lines to your present customer list might prove a big help, —a contribution to the war effort.

19. **Keeping dealers and jobbers informed of changes.** Most manufacturers with a dealer and jobber set-up, find frequent changes necessary in sizes, prices, styles, etc. Direct mail is the logical way to keep all dealers and jobbers informed of these changes, but direct-mail's job can go beyond this: It can explain reasons why changes were necessary, and keep dealers' and jobbers' good-will.

20. **Promoting a new service or one which has become more important.** Many concerns have had to branch out into new lines in order to keep production up. Some have found that one formerly unimportant service has become of major importance. Example: Tire recapping services once relatively small, apparently will have big upturn. Direct mail can help foster these new services, connect your name with them.

21. **Sponsoring savings on materials or advertising matter.** For example, window displays if used once by dealers, can be returned frequently and sent to others. Laundries request customers to return wire hangers and thus save metal, etc. Companies with problems like this, find that customer cooperation is given cheerfully when direct mail explains the situation.

22. **Establishing your product in new fields as a wartime substitute.** If the last war is any indication, many of today's substitutes may well become the sales leaders of tomorrow. So direct mail, promoting today's substitute products, may turn out to have a two-fold advantage: securing sales for today and establishing markets for tomorrow. Premium manufacturers who now push substitute products to

★ ★ ANOTHER QUOTA OVERSUBSCRIBED IN ST. JOSEPH COUNTY



BOND QUOTA



DOUBLED



AND TRIPLED

Fifty thousand people—one out of every three in St. Joseph County—bought bonds in the Second War Loan Drive.

Fifty thousand people. And they tripled their county's quota by laying over \$19,000,000 on the line!

It's a habit here. This is the twelfth time in one year that the monthly war bond quota has been *oversubscribed*.

People in the South Bend area have money. They offer you one of the most inviting markets in the Nation.

And, the South Bend Tribune offers you the only sure way to reach this market. The Tribune dominates the Northern Indiana and Southern Michigan territory. The circulation has increased from 45,624 in 1937 to 79,439 in 1942—the largest and most potent circulation in Indiana, outside of Indianapolis. The Tribune offers thorough coverage at economical cost. Write for the booklet: "Covering the South Bend Market."



The South Bend Tribune

STORY, BROOKS & FINLEY, INC. National Representatives

HELP INDUSTRY TO SERVE OUR ARMED FORCES

On May 25 President Roosevelt declared in his Lend-Lease report to Congress that we were "outbuilding the aggressors in every category of arms" and "were delivering them in the amounts necessary to build up the striking power for offensives that will end only in Berlin and Tokio."

GREEN HANDS + KNOW-HOW = STRIKING POWER

Military Analyst Paul Schubert tells us that before a division can strike effectively its armed strength must include from 300 to 700 planes, more than 2500 machine guns, 400 tanks, thousands of rifles, carbines and pistols, 200 motorcycles, 925 combat cars, 200 antitank guns, 80 mortars, and hundreds of tons of fuel and ammunition daily. That's a portion of the fighting equipment only. Supporting equipment must include locomotives, railroad cars, trailers, trucks, power boats, bulldozers, ships, field kitchens, etc. One division alone, we are told, requires 10 locomotives, over 200 railroad cars and more than 25 ships.

Aside from turning out war production, we have been greatly concerned with our ability to make deliveries in all parts of the world. On May 31, James F. Byrnes, newly made Director of War Mobilization, said in part:

"In the first five months of this year we have completed 100 fighting ships. It means that in five months we have finished almost as many warships as were finished in the entire year of 1942. During this year, we will double the size of our fleet. That accomplishment is without parallel in history.

"These are fighting ships—battleships, aircraft carriers, cruisers, destroyers, escort ships and submarines. These do not include the several thousand landing craft which have been completed during the last five months.

"During the twelve-month period ending May 31, 1941, we constructed fifty dry cargo ships and twenty-two tankers. During the twelve-month period ending tonight, we have constructed more than

a thousand ocean-going dry cargo ships and almost one hundred ocean-going tankers. Remember this record has been achieved on top of the gigantic naval construction program.

"We are building merchant ships four times as fast as they are being sunk."

The American industrial production record becomes even more astounding . . . when you consider that a large portion of our plants and workers were "green hands" at war production. But if they lacked the experience, they did rapidly acquire the "know-how." However, we might have failed if we had lacked the means of distributing this technical knowledge wherever it was critically needed. In this important job *experience was necessary* and here's where business papers rendered and are rendering the big help in meeting the challenge of war.

Like all thinking and realistic people, business paper editors and advertisers knew that the war would be forced on us sooner or later. Long before the Japs struck at Pearl Harbor, they started to circulate the vital "know-how" of science, research, engineering and production. As the war has progressed they have ranged far ahead in order to be ready with the right kind of industrial "know-how" as soon as new problems arise.

Nearly all industrial news and "know-how" is so specialized in nature as to be wholly out of place in the consumer press. Such "know-how" is ammunition, but it can be a dud if it isn't promptly passed along. Fortunately, the advertising and text pages of good business papers stand ever ready to pass along this vital ammunition.

Photo at left—Ships of an American convoy setting out for the Southwest Pacific.—Official U. S. Navy Photograph.

TO SPEED THE WAR EFFORT





When you want to know
GO TO AN EXPERT

DON'T TAKE our word alone for the fact that Rising papers will give your business letters the presence and authority they deserve.

Get your printer's impartial opinion. He knows how important it is to use the finest quality paper to get the finest printing results. That is why for years we have been supplying these same experts with papers for letterheads as well as many other specialty uses.



You will find you pay no more for Rising quality. Three grades: Rising Bond (25% rag), Rising Line Marque (25% rag), Finance Bond (50% rag), Rising Parchment (100% rag). Prices on a par with other quality papers. The Rising Paper Company, Housatonic, Mass.

ASK YOUR PRINTER—HE KNOWS PAPER
 [70]

replace metal or plastic premiums, may find the substitute enjoying full prominence after the war.

23. **Announcing wartime products.** B. F. Sturtevant Co. developed for industry a new fan which enjoyed many advantages over previous models. Full production was being used for military purposes, but Sturtevant went ahead with an announcement to its customers and prospects anyway. The idea was to fix Sturtevant in minds of prospects as originator of the fan, and show that the company was still working towards post-war developments.

24. **Securing wider distribution for important speeches.** Frequently, a business leader gives a talk which deserves more widespread distribution than just among his immediate listeners. Reprints of the speech distributed by direct mail, can help secure a fuller audience; thus, many companies have reprinted and distributed to their employees or customers, recent speeches by Captain Eddie Rickenbacker.

25. **Tying in with magazine advertising.** Much magazine advertising today is timely, helpful, dramatic, and thought-provoking. Adding a direct-mail campaign along the same lines, often brings increased and more thorough readership with more effective results. Thus, Liberty Mutual's "7th Column" national magazine advertising is tied up with a small booklet distributed by direct mail, designed to help prevent accidents after hours.

26. **Finding out what salesmen want.** Merrimack Mutual Fire Insurance Co. wanted to give its men the best promotional program they could produce, so they asked their representatives what sort of material they wanted, what they had found effective in past years, what sort of coverages should be featured. Such questions to your salesmen or dealers *before* plans are formulated, help to uncover dissatisfaction in previous campaigns—help in finding better approaches—give salesmen a feeling of participation—and thus secure better cooperation when the plan is finally released.

27. **Making apologies for unavoidable omissions.** Sometimes you are forced to omit a part of your service, or you are unable to do what customers might expect you to do. Case in point: American Airlines rarely serves fish in Flagships on Friday because the odor of cooking fish is objectionable to many. Feeling that some passengers might regard this as an oversight instead of a necessary omission, American prepared a humorous folder, explaining the reason. Result: passengers understood, were perfectly satisfied; a difficult situation was relieved.

SALES MANAGEMENT

TO FIND the leading magazine in the business field . . .



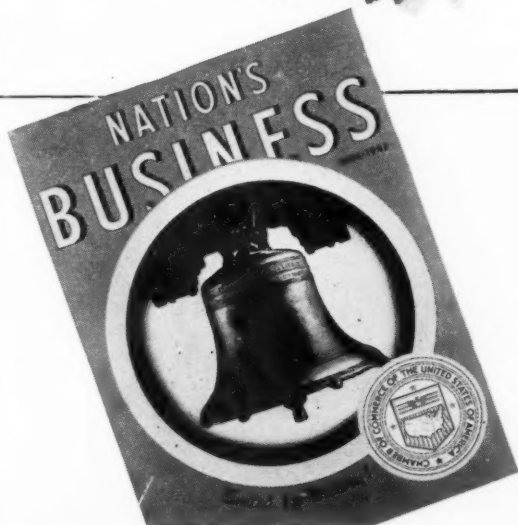
YOU COULD try drawing the name out of a hat . . .



... OR YOU could get scientific and go through the process known as "weighing all the factors" . . .



... OR YOU can simply glance at the cold, solid, can't-escape-them facts below, and *choose the leader*, NATION'S BUSINESS without further loss of time!



- 1. Has Largest Business Circulation**
- 2. Has Greatest Reader Response**
- 3. Costs Less Per Reader**

Facts and figures—detailed and interesting—are available to support all NATION'S BUSINESS claims. Write or phone Orson Angell, Director of Advertising, 420 Lexington Ave., N.Y. (MOhawk 4-3450.)

Vitamin Sales Boom as Harried Retailers Battle for Distribution Rights

Merchants in the food and other retail businesses, hard hit by shortages, demand a fair share of the estimated \$150,000,000 retail sales of vitamin concentrates in 1943, as druggists struggle to keep a hold on a product which represents one-third of all drug sales.*

BY R. C. FYNE

THE continued expansion of the market and the intensified battle between drug and grocery outlets for distribution rights keynote the wartime picture of America's prodigé vitamin industry. The drive against absenteeism in industry, food shortages and rationing, increased nutrition-consciousness among consumers, and large advertising expenditures have combined to build the vitamin industry into an expanding and profitable business.

The curve of vitamins continued upward in 1942 when retail sales of vitamin concentrates reached over \$130,000,000, an increase of more than ten million dollars over 1941. The great increase in the actual quantity of vitamin products sold in 1942 is not indicated by these figures, however, for the trend toward lower-priced vitamins sold at a closer margin of profit has kept the retail sales figures from rising in proportion to the quantity sold.

Vitamins have arrived. They have been accepted in large measure by the medical field, and consumer alike. The main issue today is in the distribution and sale of them as concentrated products, and in the battle on the part of the food industry to try to establish themselves as the proper distributors of them.

Since vitamins are number one sellers in the drug stores, retail pharmacists are fighting tooth and nail to keep the sale of vitamin capsules in the drug store. However, grocery stores, general stores, as well as the five and dime stores, are just as determined to get their fair share of this tremendous business. This determination is all the more strong because of the shortage of other types of merchandise which in past years helped to build up the volume.

Although vitamin concentrates are the fastest growing type of product

ever seen in the drug field, retail druggists account for only 77.6% of the total 1942 business. A market analysis made by *Drug Topics* shows the following breakdown of the total 1942 sales of vitamin concentrates:

Outlets	% of 1942 Sales
Drug Stores	77.6
Mail Order Houses	8.0
Department Stores	6.9
Grocers & Super-Markets	3.1
Variety Stores	2.1
General Stores and Misc..	2.3

Totals 100.0

Dan Rennick, Managing Editor, *Drug Topics*, points out, however, that "these figures do not prove that grocers are necessarily 'also-rans' in this competitive situation. If anything, the figures merely indicate

that the grocers have just started:

Recent developments indicate what is likely to come: (1) Vitamins have been put under the jurisdiction of the Nation's Food Administration; (2) Kroger's, national grocery chain, won a ruling from Indiana's highest court permitting them to sell vitamins. Kroger had contended that vitamins are a food or food supplement. (3) The Independent Grocers Alliance, largest grocery voluntary in the country, is installing vitamins in most of its stores.

Proprietary manufacturers, who are actively entering the field of multi-vitamin preparations with popular-priced products, are to some extent accepting the new outlets; the "ethical" drug companies are cooperating with authorized pharmacists to help them to maintain their stake in the industry.

To find out just how prevalent the trend toward grocery store distribution is, Grove Laboratories employed the Ross Federal Service, New York City, to look into grocery and syndicate stores in 12 cities. In a series of advertisements in *Drug Topics*, Grove reported that the public spent one-third of the money expended on vitamin products in non-drug outlets featuring vitamins at popular prices.



Lanteen Medical Laboratories, Chicago, is sponsoring a consumer contest campaign on Vi-Teens Vitamin tablets to build public interest in a booklet they published, "What Are Vitamins?" and to increase the distribution nationally for Vi-Teens.

* See "A Cook's Tour Through the Maze of the Amazing Vitamin Industry," June 15, 1942, issue of SALES MANAGEMENT.



...No waiting outside

DaVinci designed an airplane, about 1500. Langley proved flight practicable, in 1896. And in 1903, the Wrights flew! ... World War I made flying familiar. Lindbergh, in 1927, enlisted public interest ... In 1941, US airlines made 2,000,000 passenger trips Air minded—after four hundred years!

But in 1941-42, more planes were made, more pilots trained, than in all the years since DaVinci. Today, US Army Transport averages a million miles a month in Africa alone!

War won't wait for old ideas or the slow reception of new ones. New ideas, radical and dynamic, are already shaping events ... and they must come under the American hairline in months rather

than centuries ... To the exposure and expression of important ideas, for the information of intelligent Americans, this magazine for the past three years has dedicated its pages and its powers! ...

Today, its editorial program "in the service of the nation" is paying off—in increased readership, and an augmented audience of "people who give a damn" ... people who make policies as well as sales ... The advertiser fortunate enough to be in its pages this year gets more attention, interest and acceptance from a better audience than any other major magazine can offer ... The evidence is in every issue! ...

*The Crowell-Collier Publishing Company,
250 Park Avenue, New York City.*

IN THE SERVICE OF THE NATION
THE American
MAGAZINE

"I'VE JUST COME BACK FROM TOKYO" ... first hand and first time version of the inside of Japan at war, by a neutral diplomat present in Tokyo when Doolittle called ... in the July issue, out now.

The shoppers found that super-market and independent and chain groceries had set up huge vitamin display racks near the cash registers; introduced special departments to handle vitamins; and frequently used women dressed in white uniforms to sell them.

Grove pointed out that grocers find popular-priced vitamins easy to sell, for they are constantly in contact with the middle-class housewife, and that they constantly suggest that the housewife supplement her diet, effected by rationing and shortages, with vitamins. To remedy the situation,

Grove suggested drug stores concentrate more on the popular-priced brands which "can be bought with small change, not folding money, and build up big displays for them."

McKesson & Robbins, Inc., New York City, has developed a new elaborate promotion plan to "keep the vitamin business in the drug stores, where it belongs," according to L. M. Van Riper, advertising manager. The promotion involves broadcast announcements over 87 radio stations, newspaper mats for local drug store advertising, two special window displays in

full color, and finally the inauguration of what is called the "Bexel Club" which awards drug store clerks with salesmanship certificates, cash awards, \$25 War Bonds, and is embellished with many sales helps, including a free course in selling them Bexel Vitamin B-Complex.

"McKesson & Robbins suggests that you buy your vitamins from your druggist—he is best equipped to cooperate with your physician," is the wording of the radio announcement. Equally direct is the text of the window display, which pictures the puzzled face of a woman with the legend reading, "Don't be confused by vitamin claims—Buy your vitamins from your druggist."

E. R. Squibb & Sons, New York City, to help pharmacists who are beset by the double problem of new and untrained help, as well as encroachment, have prepared a list of 21 questions and answers on vitamin products; a booklet telling how to increase sales of vitamin products, a counter display which will simplify selling and save the salesman's time, and a booklet, "How to Buy Vitamins," for distribution to customers, telling how to select suitable vitamin products for use in preventing dietary deficiencies.

Food Companies Back Grocers

On the other side of the fence, Standard Brands, Inc., New York City, a leader in the food industry, has entered the vitamin market with Fleischmann's B Vitamins, Yeast Tablets and "Stams," multi-vitamin and mineral tablets, both of which will be sold exclusively through grocery outlets. National magazines, radio and local newspaper advertising are being used to tell people to "ask your grocer today."

Major Vitamins, Inc., New York City, took its stand in favor of grocery stores as the prime outlets for vitamins, when it used 600-line advertisements in 200 newspapers throughout the country, telling consumers "Why You Should Buy Vitamins at Your Grocer." The campaign is an outgrowth of a small space drive in long list of newspapers and business papers, and asserts that vitamins are an essential food supplement and, like foods, are essential to maintenance of vigor and energy.

These are just a few straws in the wind, which merely indicate the heat of the battle. Other contestants in the ring are variety stores, general stores and mail order houses. The introduction of Hi-V Vitamins into the Woolworth stores in 1941 gave tremendous impetus to the trend to-

Does WENR produce results?

Let an
advertiser
tell you...

PRESBA, FELLERS & PRESBA
Advertising .. Merchandising
360 NORTH MICHIGAN AVENUE
TELEPHONE CENTRAL 7400
CHICAGO, ILLINOIS

April 9, 1943

Miss Beulah Karney
Radio Station - WENR
Merchandise Mart
Chicago, Illinois

Dear Beulah:

Today I sent through a renewal contract for our client, The Book House For Children, on your program.

This renewal covers another thirteen weeks period of broadcasting following our initial run of thirteen weeks. As you well know, we would not be continuing our sponsorship of your program for our client unless it had produced satisfactory returns. It is gratifying to me to find that at last, after numerous attempts to make radio pay out in Chicago, that we have found a program that has made our advertising efforts profitable.

In behalf of our client, The Book House For Children, may I extend my warmest thanks for the manner in which you have worked with us to assure our continued success over your program?

(EXCERPT)

"As you well know, we would not be continuing our sponsorship of your program for our client unless it had produced satisfactory returns. It is gratifying to me to find that at last, after numerous attempts to make radio pay out in Chicago, we have found a program that has made our advertising efforts profitable."

(Signed) Will B. Presba, Vice President,
Presba, Fellers & Presba

BEULAH KARNEY, nationally-known home economist, helps homemakers solve many wartime problems. Her newsy, informative program is aired daily over WENR and has a great and loyal following in Chicago and the Midwest. It is available on a participating sponsorship basis at a low cost.



WENR

50,000 WATTS • 890 KILOCYCLES
A CLEAR CHANNEL STATION

Owned and Operated by the
Blue Network Company

Represented Nationally by Blue Spot Sales

New York Chicago San Francisco Hollywood Detroit

WNEW Sells Radio a la Carte*

WNEW has a program menu that's 24 hours long, and as varied as pot-luck at the Colony. We're well aware, as some one said, that "One man's meat is another man's *poisson*." So, whatever the product, we have a program that will sell it — made right here on the premises.

We're experts in New York taste — its purse and its palate — and our menu is printed in plain New Yorkese . . . That's why WNEW's audience is larger than *some* New York stations *all* of the time and *all* New York stations *some* of the time — network and local.

Recommended to advertisers and agencies this month: The No. 1 all-night show, "The Milkman's Matinee," 1:00 to 7:00 A.M. — and "The Swing-Billies", 9:00 to 10:00 A.M.

* At table d'hote prices.


WNEW

501 MADISON AVENUE • NEW YORK, N. Y.

Serving New York and New Jersey Twenty-Four Hours a Day

NATIONALLY REPRESENTED BY JOHN BLAIR & COMPANY

★ ★ ★ ★ ★ ★ ★ ★ ★ ★
★
★ **Lowest cost** ★
★ **in the business field** ★
★ **(\$4.63 per page per 1,000)** ★
★
★ CHOOSE THE
★ LEADER IN
★ THE BUSINESS
★ FIELD ...
★



ward variety store distribution. F. W. Woolworth, S. S. Kresge Co., J. J. Newberry Co., Green Co., Inc., S. H. Kress & Co., McLellan Stores Co., and G. C. Murphy Co. are among other chains now carrying vitamins.

Vitamin products are now heavily featured in the catalogs issued by Montgomery Ward & Co., and Sears, Roebuck & Co. Emphasis is placed on purity and potency. Both companies have their own private brands, but also sell the products of other manufacturers. In both instances, vitamins are the most important indi-

vidual item in the entire drug section.

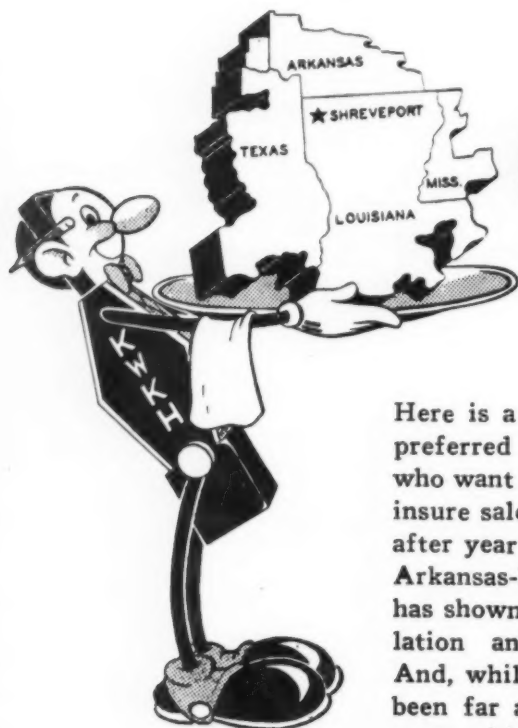
That the market is one well worth fighting for, can be seen both in the tremendous sales figures and in the increased consumer interest in vitamins.

E. Walton Babst, assistant to the president, Hoffman - LaRoche, Inc., Nutley, N. J., reports that "one out of every three patrons of drug stores is now buying vitamins, and that 1943 volume will reach \$150,000,000. The vitamin product business has multiplied 64 fold in 15 years and has skyrocketed from \$2,886,422 in 1927 to \$130,896,000 (retail sales) in 1942.

Based on the Government's biannual census of manufacturers, the following schedule shows the growth in the retail vitamin sales:

Year	Vitamin Sales
1942	\$130,896,000
1939	82,724,960
1937	54,197,020
1935	32,223,604
1931	12,079,014
1929	8,967,538
1927	2,886,422
1925	685,108

Drug Topics has estimated as a "practical potential," or the amount of vitamin business which they believe can be cultivated within the next decade, as \$496,881,000. This figure was obtained by projecting the findings of a nation-wide survey of food consumption made by the U. S. Bureau of Home Economics. The survey disclosed that 27% of the families in the country are on a good diet, 38% on fair diets and 35% are on



**HERE
IT IS!**

Here is a preferred market . . . preferred by alert advertisers who want to build sales *now* and insure sales for the future. Year after year the East Texas-South Arkansas-North Louisiana area has shown steady gains in population and spendable income. And, while wartime growth has been far above the national average, this area has been classified by the assistant director, Bureau of the Census, as "having excellent prospects of retaining wartime growth."

There is only one station big enough to cover all of this rich area—KWKH with its 50,000 watts. It's the preferred station by advertisers and listeners alike. Advertisers choose it for results it brings — listeners depend on it for its good programming and high standard of service.

CBS sets net daytime circulation at 313,000 radio homes; net nighttime at 425,000.

Member South Central Quality Network.

Ask Branham Company for details.

CBS
50,000
WATTS

cover it with
KWKH
 A SHREVEPORT TIMES STATION
 SHREVEPORT, LOUISIANA

The
 SELLING
 POWER
 in the
 BUYING
 MARKET

Did you miss

GENERAL DEVERS

GENERAL McNAIR

JOE E. BROWN


in person on the

MARCH OF TIME

Sponsored by the Editors of

TIME

The Weekly Newsmagazine



LISTEN TO A NEW GROUP OF
 NEWS-MAKERS NEXT THURSDAY
 NBC
 NETWORK **10:30 P.M.**
 EWT

poor diets. The quality of the diet was based on the quantity and type of food purchased by the families.

Estimates of the Bureau of Home Economics indicated that at least 5% of the well-to-do are eating poorly, while the quality of the food eaten by another 30% is only fair. About 35% of the upper bracket earners could be immediate vitamin purchasers. As to the families which buy fair quantities of food, the Bureau estimates that 10% definitely are on poor diets, another 65% on fair diets—totally 75% of all middle income families.

The following table is *Drug Topics'* projection of the figures drawn from the Bureau's findings:

Income Groups	Total People in Each Group	% on Poor or Fair Diets	Number People on Poor or Fair Diets	Annual Potential Vitamin Sales
With Good Incomes	27,905,000	35%	9,767,000	\$107,437,000
With Fair Incomes	47,204,000	75%	35,404,000	389,444,000
Totals	75,109,000		45,171,000	\$496,881,000

It is only natural that a juicy practical potential of \$496,881,000 is being eyed avidly by grocers, mail order houses, department and variety stores as well as by druggists.

The rising interest in vitamins is indicated by the results of a survey made by Kenyon Research Corp., New York City, for its client, Standard Brands, Inc., in 1941 and 1942.

The survey was conducted in northwestern Ohio and the southernmost portion of Michigan. It included Toledo, 12 smaller cities, and a considerable rural area. Over 3,000 individuals were interviewed (1,567 in 1941 and 1,567 in 1942). They comprised men, women, boys and girls in their homes and at their places of work, and the interviews were made according to a pattern as to social and economic status and age.

In 1941, 19% of all people had considerable interest in vitamins generally, while 45% had a moderate interest, and 36% no interest. This compared with the following for 1942: 30% considerable interest, 46% moderate interest, and 36% no interest.

In 1941 only 7% of the adults showed that they positively recognized the term "vitamin B Complex," while, on the other hand in 1942, 31% had heard of the vitamin B Complex.

A survey made for General Foods, Inc. (See SALES MANAGEMENT, Feb. 1, 1943), by Benton & Bowles, New York City, revealed the extent of the market for vitamin concentrates. 1,967 families were asked the question, "Do any members of your family take vitamins in prepared form?" At least one member of 28.2% of the families was reported as taking vitamins in a prepared form.

JUNE 15, 1943

Latin America

—today
and after
the war

What does it mean to you?

The Americas south of the Rio Grande are looming large in importance with thinking men and women. Where do the great Latin-American states stand in today's set-up of nations? What is their attitude toward the people of the United States? What are we doing to develop lasting friendly relations with our southern neighbors?



Maria Moors Cabot prize, awarded by Columbia University to The Christian Science Monitor for outstandingly advancing the cause of international friendship in the Western Hemisphere.

The answers to these questions are of importance to us as citizens, as business men, as parents. These answers are being given from day to day in The Christian Science Monitor. Regular correspondents in South and Central America, and special writers thoroughly familiar with those areas, keep readers of the Monitor comprehensively informed.

That is one reason why the Monitor is read carefully and regularly by men and women who are a vital influence in American life. They comprise an audience worthy of any advertiser's consideration.

THE CHRISTIAN SCIENCE MONITOR

A Daily Newspaper for All the Family

Published by The Christian Science Publishing Society, One, Norway St., Boston, Mass.

BRANCH OFFICES: New York, Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle . . . London, Geneva, Sydney

Another contributing factor to the increased wartime demand for vitamins is the mounting evidence that extra vitamins are needed by industrial workers and everyone working under pressure. Many of the big aircraft companies including Lockheed Aircraft Corp. and North American

Grove Laboratories uses business paper advertising to point out to druggists the many advantages of Grove's Vitamins, stressing their large advertising campaign.

Aviation are currently attempting to cut down absenteeism due to illness, as well as to increase the work-capacity of their workers through scientific vitamin feeding. Jack and Heintz, famous for its unusual employee relationship policy, is feeding its workers vitamins daily. These are just ex-

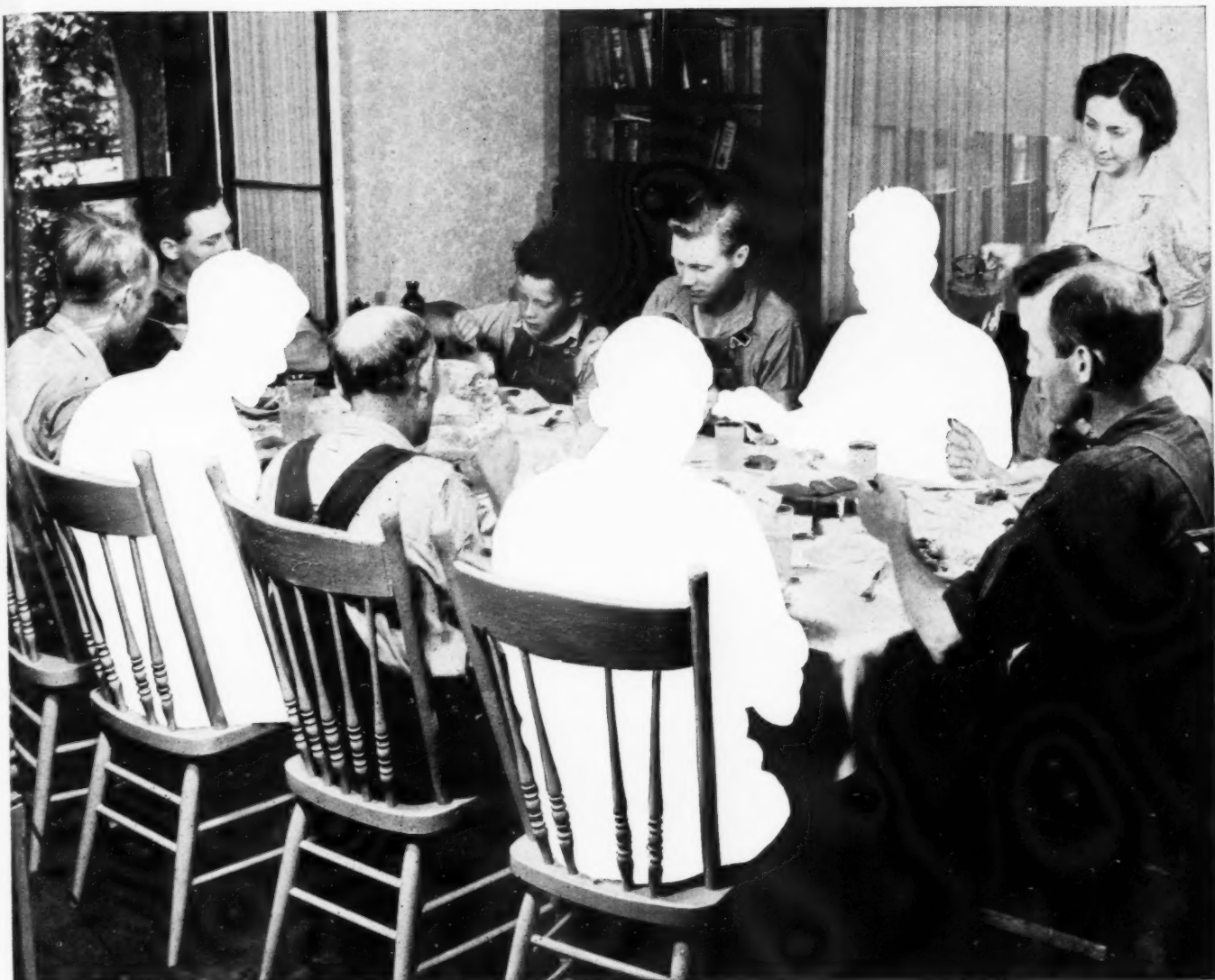
amples of a growing trend throughout the country. Vitamins Industrial, Chicago, is devoting its production facilities completely to the production of multi-vitamin tablets for distribution among industrial employees.

While the workers who are given vitamins free no longer can be considered as retail customers, their experience with vitamin concentrates makes them potential persuasive salesmen among their friends and family.

Increasing research by both food and drug companies is and will continue to spurt the sale of vitamins and their popularity. The Nutrition Foundation, sponsored by a group of leading food companies, is conducting a wide program of research into the value of vitamins and into their chemistry and behavior in the body. Concentrated work is also going on in the laboratories of a dozen drug producers. Merck & Co. is now producing synthetically a little known but highly important vitamin called biotin. Parke Davis & Co. has just announced the isolation of a "14th" vitamin which is said to be more potent than liver for curing anemia. E. R. Squibb & Co., Hoffmann-LaRoche, Parke Davis, and all the ethical drug producers have their laboratories working on vitamin research.

Other large drug producers are expanding into the vitamin company through the purchase of new subsidiaries. Bristol Myers Co., maker of Sal Hepatica and Minit-Rub among other things, has lately bought a producer of vitamins. Sterling Drug Co., making Bayer Aspirin, Phillips Milk of Magnesia, Castoria and Dr. Lyons Tooth Powder, has its stake through part ownership of Winthrop Chemical Co.

SALES MANAGEMENT



Farm Labor Shortage

To city folks, a headline. To farmers, empty places at the dinner table—unmanned jobs in the field.

With nearly three out of every ten farm workers gone to war or big-pay war industry, the American Farmer is facing the toughest production job he ever tackled.

Side by side with him in solving this labor shortage problem is Capper's Farmer.

Each month Capper's Farmer brings farm families factual articles on labor saving methods—methods that have been tested and proved in the feed lots, the

fields, and in the home. Articles carefully chosen for their usefulness—written in the terse, rugged terms farmers themselves use and understand.

Unhampered by small town mass circulation, Capper's Farmer editors are free to produce a magazine solely for those folks to whom a farm is both a home and a business—the folks America depends on for its bread and butter.

That is why every hundred copies of Capper's Farmer reaches more farmers than any other national magazine published.

CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

JUNE 15, 1943

[79]

Listeners Want Less "Soap Opera" Blue Network Survey Shows

ALTHOUGH 79% of total commercial broadcasting time on three major networks (NBC, CBS and Blue) is devoted to serial programs or "soap operas," only 50% of the average family's listening time is spent on these serials, Blue Network Co. reports in "A Survey of Daytime Radio Listening Habits," conducted by Foote, Cone & Belding.

"The disproportion of listening time and broadcasting time," the Blue concludes, "indicates that too much time is devoted to serial programs by the networks—and their advertisers."

The survey was conducted by F., C. & B. (then Lord & Thomas) last November among 5,000 housewives in 77 cities and towns and on farms. The Blue has used the findings since February in helping to develop its own programs. The study is being made available to all networks and stations, and to advertisers, said Edgar Kobak, vice-president, as part of the Blue's efforts to "contribute something to the broadcasting art."

Some of the effects on the Blue it-

self in recent months, he explained, were introduction of new musical, variety and news programs, extension of "Breakfast at Sardi's," and cutting the veteran "Farm and Home Hour" to a half hour. The Blue also is seeking to get sponsors of successful night programs to put them on platters for daytime broadcast.

A lot of things may change—including listening and living habits—in six or seven wartime months. Millions more women have gone into factory and farm work, for example, since last November. Many urban and rural radio sets have been silenced temporarily by lack of replacement parts and batteries.

But current surveys indicate that listenership as a whole is being well maintained, and the *kinds* of programs offered and listened to probably have not changed materially since then.

It would take a bigger war than this, it seems, to silence "Ma Perkins" or "Stella Dallas!"

The Blue's survey showed that 89%

of the women surveyed turned on their sets some time during the day—up to 6 p. m. (In the evening, 96% of sets were on some of the time.) Eighty-one per cent of day listeners kept their sets on an hour or more, 29% four hours or more. The average was 2.6 hours. Women who like serials listened 3.1 hours daily to *all types* of programs, while those who do not like serials used their radios an average of 1.6 hours.

Average of sets in use during the day ranged from 17% at 9:15 to 28% at noontime. This, remember, was in November. In summer, baseball broadcasts boost afternoon listening.

53% Listen to Serials

Throughout the day, from 10 a. m. to 6 p. m., in about 80% of homes, at least one member of the family was at home. During these eight hours, it was found, an average of 28% of these occupied homes turned their sets on. This compares with C. E. Hooper estimates of an average of 40% of sets turned on in occupied homes during the evening. The Blue concludes from this that "the current types of daytime programs are not too attractive to the majority of housewives."

Although the bulk of commercial broadcast time during the day is devoted to serial programs, 81% of the housewives turned their sets on to hear news programs, and 53% to hear serials. Popular music was listened to by 49%, "serious music," including classical and semi-classical ("such as Morton Downey," says the Blue) are listened to by 32%; comedy variety programs by 25%, and all other types, including children's and religious programs, talks, etc., by 77%.

Although more people wanted news, they listened only 0.9 hours to news programs. The women listened an average of 1.7 hours daily to serials, one hour to popular music, 0.7 hours to serious music.

Seventy-eight per cent of those who listened to daytime programs (or 40% of all listeners) spent an average of three-quarters of an hour a day with "soap operas." One-half of the total listening time of all the families interviewed was devoted to serial programs.

"Contrary to general opinion," says the Blue, "the daytime serial is listened to by all income and educational groups. Its biggest appeal, however, is to the lower income and less educated groups."

"For example, while 42% of the upper income group and 39% of

SAGINAW Welcomes 1200 More General Motors Workers



A BOOTH Newspaper MARKET

The new Saginaw General Motors' aluminum plant has added another 1200 highly paid workers to Saginaw's population. New additions to other Saginaw industries will add another 3500 workers in the next six months.

The Saginaw area, with a total population of almost 100,000, is in the strongest economic position it has ever known. Employment and pay-

rolls have never been so high before.

Saginaw is another Booth Newspaper Market — covered practically home by home by the Saginaw News.

For further information on the Saginaw Market, and the Saginaw News, call I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

((SAGINAW NEWS))

those with some college education listen to this type of program, 58% of the lower income group and 60% of those with no high school education listen to the daytime serials."

In a study on "Daytime Serials and Iowa Women," by Leda P. Summers, in cooperation with Columbia University's Office of Radio Research, published recently by Station WHO, Des Moines, it was shown that "there is no 'serial listening type.' Serial listeners may be found among every type and every class. . . The 50% of Iowa women who listen to daytime serials are almost identical with the half of the women interviewed who do not listen to serials. . . Variations are relatively small—by no means great enough to justify the assumption that if a woman lives on a farm, has never attended high school, and is more than 50 years of age, she is reasonably certain to be a regular listener to daytime serials."

The Iowa survey found that 56.3% of urban women were non-serial listeners, as compared with 49.1% of village women and 47.5% of farm women. "Urban" in this survey, however, refers to communities of 2,500 or more population. By age groups, 48.9% of women between 21 and 35 years were non-serial listeners, as compared with 52.3% of women from 36 to 50, and 53.2% over 50 years.

Newspaper Habits a Factor

Of Iowa women who had attended college, 61.8% did not listen to serials, as against 51.3% of those who had attended high school, and 49.5% with no high school education. "The number of serial listeners increases regularly as the extent of newspaper reading decreases," it was shown, but, there were "more serial listeners among magazine readers as a whole than among women who do not read magazines." The magazines considered were fiction and picture publications.

Iowa, being predominantly agricultural, with only one city of more than 100,000 population, may not be entirely typical of the nation as a whole.

Comparing audiences in cities of more than 500,000 population with farm audiences, the Blue Network found that 66% of the farm families listened to daytime serials, while only 48% of families in the large cities did so. Eighty-seven per cent of farm families tuned in for news, while 71% of urban families heard news programs. Farm families heard more daytime music—54% of them popular and 36% serious music, as compared with 40% of urban families for

popular music and 30% serious music.

Thirty-six per cent of housewives—whether or not they listened to daytime serials—said they believed "there are too many such programs on the air." Only 1% believed there were too few "soap operas," 37% thought the number "about right," and 26% had no opinion. Ten per cent believed there were too many, 12% too few popular music programs, with 50% saying the number was about right. Twenty per cent said there were too few serious music programs. On the other hand, 74% said the number of news programs broadcast was "about right."

Among serial listeners, 28% said there were too many serials, 2% too few, 59% about right, and 11% didn't know. Among non-serial listeners, 46% said too many serials, none said too few, 12% about right, and 42% didn't know.

Sixty per cent of those who listened to serials four hours or more a day believed there were too many of them! ("These 'fans,'" says the Blue, "would evidently welcome a new type of daytime program.")

By income groups the proportions of those who thought there are too many "soap operas" were 44% in the

HARTFORD



Hartford has become second only to Boston in New England markets' wealth. (See "Sales Management" buying power data.)

The Courant remains first in ability to move Hartford's wealth. (See any Gilman, Nicoll & Ruthman.)

COURANT

30%

INCREASE

WESTERN NORTH CAROLINA

EFFECTIVE BUYING INCOME NOW

\$577,777,000

In your campaign to sell this important market, WHKY is your best possible ally. For WHKY's 5000 Watt voice gives you complete daytime coverage of all Western North Carolina, which can only be spottily covered by other stations. Take time to get acquainted with WHKY, the station that delivers your sales message to this rich area at least cost per contact. Write for details.

5000 W. D.
1000 W. N.
1290 KC.

WHKY

HICKORY, N. C.

BLUE NETWORK

National Representatives
HOWARD H. WILSON CO.

This motor got on the job

A.M. PICK-UP



"Rush new motor Air Express" was the order a supplier received at 9 A.M. Ready for pickup at 10, it was taken to the airport, flown hundreds of miles to destination . . . and installed on a vital war job that same afternoon.



This motor was delayed

P.M. PICK-UP



Shipments ready for morning pickup but held for "late afternoon" routine, may be subject to delay. Heavy, peak-hour traffic may keep them grounded until a midnight or early morning plane.



For FASTEST delivery-Air Express!

To move emergency parts and critical material at 3-mile-a-minute speed, Air Express is on the job around the clock—not only on the home front, but working hand in hand with Army and Navy Air Transport services to supply our fighting fronts throughout the world.

You can help us give you the most

efficient service in two important ways: **SHIP EARLY**—as soon as shipment is ready—to assure *fastest* delivery. **PACK COMPACTLY**—to conserve valuable space. Get our handy "Shipping Estimator" for finding costs and transit time. Write Dept. PR, Railway Express Agency, 230 Park Avenue, New York City.



Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

"A" group, 37% in the "B" and 27% in the "C" group. By education, 51% of those who have had "some college" would cut down on "soap operas," as against 36% of those with "some high school," and 22% of those with no high school.

Fifty-two per cent of daytime serial listeners found most of such programs interesting, 24% found only a few of them interesting, and 22% thought about half of them interesting. Two per cent of serial listeners found none of them interesting.

"Soap operas" are a 12-year-old phenomenon. The first network radio serial, "Little Orphan Annie," started on the Blue Network in April, 1931. For the winter of 1936-37, Cooperative Analysis of Broadcasting reported 28 of them running. By 1939-40, the number had grown to 65. In 1941-42, there were 62, an increase of 122% from 1936-37.

Seek New Daytime Programs

Of the 28 serials broadcast from October, 1936, to April, 1937, 14 survived the next five years. Of 28 new serials in 1937-38, eight were running in 1941-42, and in succeeding years the mortality of new "soap operas" was almost as high. All told, 53% of serials broadcast from 1937 to 1940 had been stilled by April, 1941.

Average audience rating for serials, however, improved. It rose steadily from 4 in 1936-37 to 5.9 in 1940-41, and then dipped to 5.3 in 1941-42. The C.A.B. summary for the winter of 1942-43 is not yet available.

Probably, many listeners would welcome some new, and some new kinds of daytime programs. The Blue has its own reasons, in addition to improving program radio art, for seeking to develop them. "Because NBC and CBS have become accepted as the vehicles for serial dramas, the Blue Network would 'become the medium for a different type of program.'"

A recent article entitled "Washboard Weepers" in the *Saturday Evening Post* has drawn a statement by C. E. Hooper, Inc., on daytime serial listenership. Whereas such listenership last November was low, "despite the fact that the available audience was comparatively high," it is pointed out, "there are strong indications that the trend has now been reversed."

Hooper indexes for April and May, 1943, compared with the parallel months of 1942, showed that the average rating of daytime serial dramas and number of hours devoted to such programs were unchanged, although available audience for the current two months "is down each month compared with 1942."

THIS "GUIDE" IS HELPING THOUSANDS OF ADVERTISING MEN DO THESE 6 THINGS:

1 Explain war-time advertising to company heads.

2 Show how war-time advertising conserves manpower.

3 Establish the importance of good advertising *men* today.

4 Show how others are using advertising to help solve a wide variety of

war-time customer-relations problems.

5 Demonstrate the need for current field work, upon which war-time advertising must be based to be most fruitful.

6 Explain who reads business papers, and why; and what those fundamentals mean to business paper advertisers.

BUT ONLY 2 OUT OF 5 "GUIDE" OWNERS MAKE FULL USE OF IT

According to the sample interviewed in recent coast-to-coast investigation, only about 2,300 of the 5,650 advertising men who have sent for the "Guide" are using it for more than 1 purpose. Two

out of each five use it to help solve up to 6 important problems!

Perhaps you can profit by re-reading it. No? Just check your recollection of its contents against the samples listed below. (We were surprised, too!)

REMEMBER THESE?

Here are a few of the many useful topics in the "Guide" and its three Supplements:

How to make advertising <i>sell</i> . . . with no product to sell	PAGES 178-9
How to spike a false rumor	186-7
How to persuade distributors to do some inconvenient things	" "
How to sell the ingenuity of your company	188-9
How to do field work that produces the most effective copy material	194-5
How to get started converting to war-useful advertising	85-6
How to make "Centennial-Minded" executives enthusiastic over war-useful advertising	54-5
How to produce tangible evidence that your war-time advertising is worthwhile	30-31; 36-37
How to advertise NOW for POST-WAR business	58 to 63, 159, 191
Who reads business papers, and why? (A primer for educating Auditors and Treasurers)	7, 8, 9, 10
How to make full use of the advertising man's skill	18-19

TWO MORE "WAR ALBUMS"

1 AN ADVERTISING MANAGER'S OWN "WAR ALBUM"

"We No Longer Need To Advertise . . ." A good answer to the question: "Why advertise when there's nothing to sell?"

2 SPECIAL REPORT TO CONSUMER-GOODS MANUFACTURERS

"How You Can Help Your Retailers Solve Their War-Time Problems!" This A.B.P. study shows, by example, how consumer-goods manufacturers are helping themselves by helping their retailers.

ALL 3 ARE FREE...WHILE THEY LAST!

THE ASSOCIATED BUSINESS PAPERS

Dept. No. 21, 205 East 42nd St., New York City

Please send me, without obligation, my free copies of the A.B.P. "WAR ALBUMS" checked below.

- ☐ 1 An Advertising Manager's Own "War Album." ☐ 2 Special Report to Consumer - Goods Manufacturers. ☐ 3 "A Guide to Effective War-Time Advertising."

NAME _____
COMPANY _____
POSITION _____
STREET _____ CITY & STATE _____

THE ASSOCIATED BUSINESS PAPERS

A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.



AD MEN, SALES EXECUTIVES, CALL THE "GUIDE" A "THINK-STARTER"

The *whole* answer for you probably will not be found in the "Guide". But if your problem is at all related to any of the topics discussed and demonstrated in the "Guide", the chances are it will serve as a valuable "think-starter" that will help put you on the trail of a satisfactory solution.

At the very least, the "Guide" can help you get across to Management a clear picture of the many things advertising can do to help solve war-time customer-relations problems, help speed war production, help meet manpower shortages, and help build a sound foundation for future business.

If you have not as yet received your copy of the "Guide" and its three Supplements, the coupon below will facilitate your order. It's free.

SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
In. It May Win a Round Table Prize.]

Does Faithful Service Pay? This Letter Has the Answer.

When word comes to close an account, it may mean anything but good. No so in this case. When a customer of Salisbury & Satterlee Co., Minneapolis, Minn., went out of business recently, a letter of warm appreciation of the many years of faithful and painstaking service accompanied the final check covering the account in full. To establish and maintain customer friendship through the years, as

is evidenced in every line of this letter, is of inestimable worth. Salisbury & Satterlee should have that "extra satisfied" feeling:

"Today I am enclosing a check covering our account in full. This is the final check of the — Furniture Company to you, as we closed out our business on March 1st.

"I want to express the appreciation of the — Furniture Company for 32 years of pleasant and profitable dealings with your company. My mother and I have checked over the

old invoices dating back before my father was married, before my mother came to —, and before I was born. Among these interesting invoices, I find one invoice of a doll bed. It is made of iron, finished veris martin, with three fillers head and foot, has a link fabric spring, and good steel casters. It is strong enough to hold me up right now if it were long enough. When I was a very little girl, Santa Claus brought it to me one Christmas eve, with a big beautiful doll, real home-made mattress, pillows, and sheets. Of course I did not then know that Salisburys had anything to do with this gorgeous gift.

"But I have since learned that Salisburys are really a sort of Santa Claus, too. Every Christmas season the Salisbury salesman came in his motorized sleigh, bringing such wonderful gifts as little leather zipper football change purses, handy knives with blades that flash out when you press a button, and dozens of others including the last darling gift—a little case to fasten on to the sunvisor to hold one's driving glasses. Usually the Santa Claus salesman knew that my mother and I both coveted these little gifts, and in order not to disappoint us, he gave each of us one. We treasure them all—dating back to the brass cuspidor of 1911. We greatly appreciate these gifts, not only for their usefulness, but because to us they are reminders of

SOMETHING **NEW** IS HAPPENING IN DAYTON!



THE **DAYTON JOURNAL-HERALD**
DAYTON, OHIO · MORNING · EVENING · SUNDAY

36% INCREASE IN DAILY PAID CIRCULATION IN 6 YEARS

Get the Facts / Represented by the Geo. A. McDuffitt Co.

Prize-Winning Letters for May

EMMETT SALISBURY
Salisbury & Satterlee Co.
Minneapolis, Minn.

AL ROBANDT
Gilman Fanfold Corp.
Niagara Falls, N. Y.

TUNG-SOL LAMP WORKS, INC.
Newark, N. J.



When women talk . . . Washington listens!



The Companion Polls

have made news—

may make history!

ONCE we asked Companion Reader-Reporters only questions about homemaking—

Today Congressmen, news commentators and editors are quoting Companion Reader-Reporter polls on *vital current problems*—as they affect women.

For women have wide responsibilities today. When *they* talk the home front talks—and Washington listens!

Poll No. 1—on war marriages—set off the fireworks. Following this, in quick succession, have come the answers of these 2,000 representative American women to questions such as: Should women be drafted? Should we have compulsory military training in high schools? Military control of war production? Compulsory savings?—and many others of equal timeliness.

When it came to the subject of *post-war planning*, we really hit the jackpot. Newspapers by the hundreds quoted the poll. Editors commented on it, columnists used it, news programs and networks

gave it time. Senators discussed it on the American Forum of the Air—and it was written into the Congressional Record.

The war found the Companion, with its Reader-Reporter panel, better equipped than any other publication to

go directly to American women—to gather their reactions quickly, clearly, with authority.

It serves to high-light the nearness of Companion editing to the pulsing issues of the day—and to the *women* in whose hands so many of these issues rest.

HERE'S WHAT WOMEN SAY

- ★ It's all right for service men to marry (63%)
- ★ Women are willing to be drafted (65%)
- ★ They're *for* High School military training (70%)
- ★ They okay military control for war industries (83%)
- ★ The Government should provide funds to care for children of women war workers (60%)
- ★ A majority (55%) favors a sales tax
- ★ They want compulsory savings (82%)
- ★ Most say: "plan now for peace" (84%)
- ★ Even more want a permanent World Congress (92%)
- ★ Nearly all want this Congress to have the power to enforce its decisions (95%)

Woman's Home **C**ompanion

UNDERSTANDING WOMEN IS OUR FULL-TIME JOB

THE CROWELL-COLLIER PUBLISHING COMPANY, PUBLISHERS OF WOMAN'S HOME COMPANION, COLLIER'S, THE AMERICAN MAGAZINE

JUNE 15, 1943

[85]

the many years of faithful and painstaking service we have received from Salisbury & Satterlee Company. We have truly enjoyed your friendly and helpful letters—so different from the impersonal 'run of the mill' business letters.

"It is not necessary for me to even mention to you the many reasons why it will be impractical for us to continue under present conditions. It is with a mingled feeling of relief and regret that I write this letter—relief to be free from many business cares, and regret at breaking off our business relations with Salisbury & Satterlee.

Thank you, gentlemen, for helping us through many difficult places, when merchandise was scarce.

"My mother joins me in sending you and your firm good wishes for your future success, and I hope that again some time you may be able to get enough metal to make a little doll bed for every little girl in the country."

With Tears in Eyes, and Lump In Throat . . .

Mr. Emmett Salisbury, Salisbury & Satterlee Co., read his friend's letter,



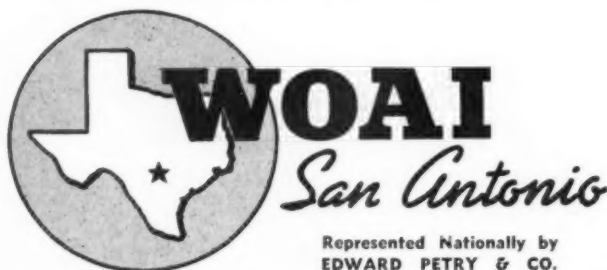
WOAI's average rating* on network commercial programs, day and night, is 78% HIGHER than the NATIONAL average rating for network commercial programs!

This huge listener preference over the national average is a bonus which WOAI passes on to advertisers who use this powerful station to cover Central and South Texas.

That these advertisers "know a good buy when they see it" is shown by the fact that WOAI carries 92.3% of ALL NBC commercial programs.

**C. E. Hooper Continuing Measurement of Radio Listening, Winter-Spring, 1942-43.*

50,000 WATTS • CLEAR CHANNEL • AFFILIATE NBC • MEMBER TQN



Represented Nationally by
EDWARD PETRY & CO.

THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST

and this is what he wrote to her:

"With tears in my eyes, and a lump in my throat, I have read and reread your 'farewell' letter. It is unquestionably, in my twenty years of experience with this company, the very finest letter that I have ever received.

"There is not much more I can say, Miss ———, except to tell you that the old buildings that house our mattress factory seem to shine and gleam a little today, and the flag atop our staff seems to wave a little more jauntily than usual, because of your letter. Yes, and as I walk through the factory, and see the many things with which I am disappointed and the many changes that I would like to make for improvement, I can't help but feel that maybe the old place isn't so bad after all, if, in spite of all our faults, we have been able to establish and maintain through the years a friendship like ours with the ——— Furniture Company.

"I am going to take the liberty, Miss ———, of reprinting your letter as our next ad in the Twin City Furniture Digest. Of course I will eliminate all names, and anything else that might indicate from whom the letter was received. I sincerely hope you will not mind our doing this.

"Believe me, our relationship with your company has been just as pleasant for us as it has for you, and to whatever you may turn your talents, we all wish for you the very best of success. And please, by all means, if you ever should happen to wander up toward Minneapolis, be sure and drop in to see us.

"Good luck to you."

Salesman's Picture Adds Effectiveness to Sales Letter

Al Robandt, Gilman Fanfold Corp., Niagara Falls, says that a salesman's picture at the top of a direct sales letter adds effectiveness. This letter was reproduced on inside pages of a 4-page folder which, when folded, is approximately 5 1/4" x 7 1/4":

"I would really like to come out in person and say 'hello,' but a couple of good guys in P-38's needed my gas.

"You'll understand, I know. Rubber, gas and oil are needed to win this war, and you and I can do our part, too.

"The enclosed card tells you the story of your forms inventory as we see it here. By signing the return card, we can get working on your order.

"These are tough times to plan ahead, and we want to give you our prompt and earnest attention—your order now will help everyone.

"Best regards—and thanks!"

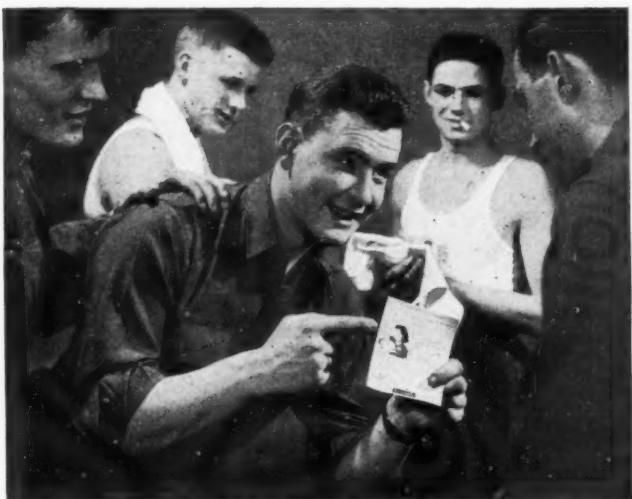
SALES MANAGEMENT

THE POWER OF PRESSTIGE

ADDS A V-MAIL POSTSCRIPT TO "BLESSED EVENT" CABLES



1. **AN ANXIOUS HUSBAND** on some far-off front waits for the big news from home. Finally comes a cable saying it's a boy or a girl. Swell! but if only the exultant father could see what the baby looks like.



3. **NOW, TO ALL POINTS** of the globe go these precious pictures. And by return mail come letters galore from proud fathers thanking The Press for giving them first glimpse of their offspring, and something more to fight for.



2. **"THAT'S EASY"** said one of The Press staff. "Let's photograph the mother and child and print a halftone of their picture, first in the paper, and then on a regular V-Mail blank for the father abroad."

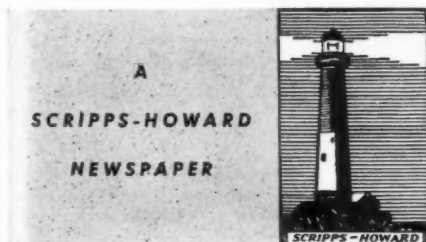
★ ★ ★

YOU'D HARDLY EXPECT hard-boiled newspapermen to think up such a homey twist as printing a baby's picture on a V-Mail letter.

Well, the fact is Cleveland newspapermen are *not* hard-boiled. They're neighborly fellows who prefer sentiment to sensationalism, and who practice an intimate, friendly type of journalism that is found in no other metropolitan city.

How well Clevelanders respond to this kind of news editing is exemplified in their attitude toward The Press. The reputation this newspaper enjoys readily suggests the word Presstige, which when spelled out means not only power to do good; but power to move goods.

The most important postscript to The Press circulation figure—now the largest in its history—is the fact that two-thirds of it is home delivered. Which means a mighty force when put behind any worthwhile idea, product or service.



The Cleveland Press

"CLEVELAND IS A NEWSPAPER MARKET"

On the Wartime Sales Front

Post-War Auto Trade Plan

Owners of automobiles can now trade them in for new cars for post-war delivery; automobile dealers can build up a potential volume of post-war business, and war workers can now obtain good used cars for essential transportation under a plan to be operated by Universal C.I.T. Credit Corp., sales financing subsidiary of Commercial Investment Trust Corp., according to an announcement by Arthur O. Dietz, president.

Pointing to the restricted use of automobiles by many owners, especially through the O.P.A. ban on pleasure driving in 12 eastern states, and the continuing depreciation of these cars while not in use, Mr. Dietz explained that "this situation offered us an opportunity to render constructive service to automobile dealers and owners, and to those who need transportation in many war production centers."

Under the plan, at the time of trade, the car owner and dealer will agree upon a cash value as well as a trade-in value to apply on the purchase of a new car for post-war delivery. The dealer will forward his check for the trade-in value to the Universal C.I.T. Credit Corp.'s nearest branch office, and the corporation will issue to the car owner a post-war escrow receipt, guaranteeing his trade-in allowance. Funds received from dealers will be put in a special escrow account, and the escrow receipt is redeemable by the owner as part payment when new cars are again available. If the owner should not want to wait for new car delivery, he could recover the amount of the cash value from the corporation on demand, and the corporation would pay to the dealer the difference between the cash and trade-in values.

"Under this plan," Mr. Dietz explains, "we make no charge for our services. And by helping dealers establish a backlog of new car orders to fill after the war, as well as by making used cars available for them to sell in today's market, we hope our plan will provide some compensation for automobile dealers whose spirit and resourcefulness not only have kept their doors open, but have enabled them to play a vital part in conserving national transportation facilities."

A new full-color, 16 mm. motion picture with sound called "Canning the Victory Crop" is being produced by *Good Housekeeping* as a contribution to the Government's food conservation program. The film, designed to assist the millions of Americans who are going to do their own canning, will be offered free to interested groups.

Council Helps to Ban Wholesale Racket

The Minnesota Legislature has outlawed the "I can get it for you wholesale" racket which was responsible for heavy inroads on retailer's volume, by adopting legislation proposed by the Minnesota Electrical Council and other retail trade groups.

The bill, similar to the ones adopted by the Wisconsin, Michigan, Illinois and Pennsylvania legislatures, will be especially important, according to William A. Ritt, secretary of the Minnesota Electrical Council, in the post-war recovery era in channeling electrical appliance sales through legitimate retail outlets.

It defines as an "unfair trade practice" the sale of merchandise as at "wholesale" price, when such merchandise is not sold at such a price. The purchase or sale by industrial and commercial accounts, for personal use of employees, of goods which such concerns do not regularly produce or sell, comes under the provisions of the bill as fraudulent practice.

More than 50 firms in leading cities have responded to the Government's appeal for heavy air conditioning units needed for the control of temperatures in essential war plants. The units were offered by department stores, office buildings, hotels, and companies not engaged in essential war work.

Quizz Form

Designed to give retailers something to talk about during these days of limited stocks, Pepperell Manufacturing Co., Boston, has announced a unique "question and answer" form, which facilitates correspondence among servicemen and their families. Questions which one might wish to ask are written in the column so marked, and the form is sent. The receiving party writes the answer directly opposite the question, thus making it easier and simpler to get all questions answered.

The form has been sanctioned by the Navy, War and Marine Corps Departments, and has at once proved very popular with servicemen and their relatives and friends. The forms come in pads containing 25 sheets and are free for the asking. They are available free of charge at any Pepperell dealer or directly from the Pepperell offices in Boston. Initial announcement to the public appeared in the *Saturday Evening Post*.

Grocers will bring their 46th annual convention to their own stores. Instead of arranging the usual meeting, the National Association of Retail Grocers is sending its 50,000 members a "War Exhibit," with pointers for customers on new foods, ration shopping, and economy. The exhibits will offer free samples and recipes.

War Bond Prizes Reduce Absenteeism

Through a contest method of awarding War Bonds to qualified employees, Detroit plants of the Norge Division of Borg-Warner Corp., have reduced absenteeism by 30%. A little less than two months ago, when the War Bond plan was inaugurated, absenteeism in the plants approximated 7%. This has dropped to 4.8%, with employees showing unusual interest and cooperation, according to Howard E. Blood, president. The company has distributed ten of the \$50 Bonds to its factory employees in Detroit, and like amounts to office employees.

Workers gather at a designated point in each plant every Friday afternoon for the selection and award. Small tags, each containing the number of the employee, are placed in a round metal container which is spun around to mix the numbers. A girl employee is blindfolded and reaches into the container for a tag containing the lucky number. If the winning employee has a "clean" attendance record, without tardiness or absenteeism he is presented with a \$50 War Bond in the presence of his fellow workers. If the record shows absence or tardiness, another drawing is made and repeated until a "good" record is found. The plan was organized by H. F. Bengell, Norge personnel director.



WHO DO YOU KNOW?

... not how many—is the way the question goes when you want to get action ... A chief-of-police is worth

a company of cops when your wallet is missing. If you need credit, a stand-in with the bank is worth more than fellows who stand on the corner!

... Most Philadelphians are fine people, even those who don't read *The Inquirer*. But *Inquirer* readers have one advantage for the advertiser—they spend more for advertised goods, respond better to a single piece of copy or a seasonal schedule. They aren't the largest audience in town, merely the best. They made the second circulation in Philadelphia the first medium—by four million lines last year ... Philadelphia's first medium second in lineage among all U. S. morning papers!

... When *Inquirer* readers know you, the knowledge is worth something. Customers count for more than circulation, and advertising doesn't pay unless it gets the customers!

... Media Records and performance records both make *The Inquirer* the first buy in Philadelphia! ...



You've
READ
about it ...
Now
SEE
it!

The Chicago NAB War Conference put its official stamp of approval on a new plan to standardize mail coverage maps.

Advertising Age, Broadcasting, Printers' Ink, and other advertising journals, praised the action—gave full details of the new standards.

For months the nation's smartest research experts worked with NAB's Research Committee to perfect this new "Standard Mail Map Plan."



WOW's alert research department kept an eagle eye on the progress and development of the new standards. Even before the Chicago meeting WOW issued:



"Collector's Item"
FOR TIME-BUYERS

—the first mail coverage map to conform in detail to the new NAB standardization effort.

WOW believes its "Collector's Item" is a real contribution to the industry as well as a true picture of WOW's comprehensive service area.

Time buyers and advertisers may have a copy of this map—truly a "Collector's Item"—by writing to Radio Station WOW at Omaha or to the nearest office of John Blair & Company.

WOW

590 KC - 5000 WATTS

OMAHA

John J. Gillin, Jr., President
John Blair & Co., Representative

Breakfast Cup Spurns Appeal as Substitute, but Sales Quadruple

Demand for Breakfast Cup has been sharply stimulated by the coffee shortage. One of the Loma Linda line of health foods, it is now sold through standard grocery outlets on the West Coast.

A LITTLE ADVERTISING goes a long way when the product is one the public needs or wants and there isn't enough of it to go around. Breakfast Cup is an example.

Since coffee rationing, Loma Linda Food Co., producers of Breakfast Cup, have quadrupled their former output. Their advertising has been restrained, but still they are not able to meet increased demands. They have developed an advertising campaign for Breakfast Cup, but hesitate to release it because each time they give any publicity to Breakfast Cup, there is another rush for the product among grocery store customers.

Grocers complain to Loma Linda salesmen that they cannot get enough to keep it in stock. At the same time, the producers and their advertising representatives (Gerth-Pacific Advertising Agency, San Francisco) are bewildered with the large number of unsolicited letters which have come from new users of Breakfast Cup. The letters express pleasure at having discovered the product, and are usually from coffee drinkers who never had thought of trying it before. Many of the writers say they will continue to use Breakfast Cup even when coffee is again plentiful.

Breakfast Cup is not a wartime product. It has been on the market for ten years. It never has been offered as a coffee substitute; rather is it an alternative for tea or coffee. It has been merchandized as a hot drink in its own right. It is not a coffee stretcher, although it can be used as

such and is so used by a large number of people today.

Breakfast Cup is made from roasted soy beans, figs, and honey. It looks somewhat like coffee and is prepared in exactly the same way. Originally, it was used to a large extent as an alternative for coffee in hospitals and sanitariums throughout the United States. Almost from the start, it was sold to the general public in limited quantities through health food stores. Although it attained national distribution through health food outlets, for five years it was confined to them. Then, about five years ago, it was introduced to grocery stores on the West Coast, and since that time Breakfast Cup's sales have steadily increased.

Rides on Tail of Ruskets

The method used to introduce and to advertise Breakfast Cup is interesting. The American public is suspicious of "substitutes" and at least until recently has shied away from "health food" products. Modern nutritional knowledge has now taken the curse off the latter. And yet, when Loma Linda decided to put in a bid for national distribution through normal food outlets for its ten products, it did not begin with Breakfast Cup or any one of its "Vegemeats" (which are now starting to go great guns), but it began with the breakfast cereal, Ruskets.

Ruskets started the parade of Loma Linda "health foods" into grocery stores, and Ruskets has proved spectacularly successful. Breakfast Cup went into the retail food outlets on the tail of Ruskets. Some advertising of the latter product has been done in California newspapers and over radio airways in that state, but the real advertising program for Breakfast Cup—a program all prepared and ready to go as a part of a general campaign—has been held up until a more adequate supply of the product can be kept on dealers' shelves.

The major general advertising has slipped three lines of far-from-prominent type into Ruskets advertising



copy. Here are the three lines: "Also try **BREAKFAST CUP**. Instead of coffee, or mixed. Made from roasted soy beans, cereals, figs, honey."—that's all. In addition, there have been some mentions on household radio programs.

Loma Linda spokesmen say: "When coffee was rationed, the company had the choice of introducing Breakfast Cup as a coffee stretcher to those who had not used it before, or of continuing to plug it as a distinctive hot drink, a breakfast drink in its own right. We chose the latter course, and we believe it has proved to be a wise choice. Although our production is quadrupled, the demand is so great that we are still not able to meet it."

Breakfast Cup since its first appearance on the food market, has been offered as "a hot drink for all the family." Many housewives bought it believing, as Loma Linda pointed out, "that children need a hot drink in the mornings just as adults do." Originally housewives purchased Breakfast Cup for younger members of the family. Then, finding that it was simpler to make only one drink, housewives often served it to the rest of the household as well. This was before coffee rationing.

Now, throughout the West Coast territory, former coffee drinkers buy it to mix "fifty-fifty" with coffee—and when the coffee supply is exhausted they will drink it alone.

Loma Linda executives are firmly convinced that they will keep this war-won business. And that is the reason why they have refrained from


getting on the coffee-stretcher bandwagon. They produced Breakfast Cup as a drink in its own right, and they prefer to sell it as a distinctive drink. They expect to continue to sell it in the same way after V-Day.

All Loma Linda products (Ruskets, Over-cooked wheat, Syl-dex, Breakfast Cup, Gluten Steaks, Glutengurger, Proteena, Nuteena, Vegelona) are now sold to regular food dealers as "timely, not rationed profit items" which are "processed from Pacific Coast crops . . . and relieve food shortages and shipping space."

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

To create public opinion favorable to your business...

★ CHOOSE THE LEADER IN THE BUSINESS FIELD... ★



WRAP SHIPMENTS SECURELY!

By making sure your shipments are carefully packed and also securely prepared for shipment and properly addressed, you can speed up their handling and delivery. And by preparing your shipments as compactly as possible, you will be helping the war effort by conserving precious transportation space.



RAILWAY EXPRESS AGENCY

A MINUTE'S CARE IN ADDRESSING MAY SAVE DAYS IN DELIVERY

NATION-WIDE RAIL-AIR SERVICE



Media & Agency News

Industry Orders 120,000 "Seed Money" Ad Reprints

"Industrial progress is the basis of all good living." On this theme, since last November, McGraw-Hill Publishing Co. has conducted a consistent campaign in New York, Chicago and Washington newspapers and in the 22 McGraw-Hill business papers, emphasizing that "business should be allowed to accumulate 'seed money' for making post-war jobs."

This message is a matter of concern for all industry—and industrial executives have sent to McGraw-Hill a total of 850 orders for 120,000 booklets reprinting the advertisements, for house publications, pay envelopes, mail and otherwise.

Through its papers, McGraw-Hill covers directly a large part of American industry and business. Ranging from aviation, chemistry, coal and construction to electricity, foods, textiles and transportation, these papers are concerned not only with helping industry to meet the urgent demands of war, but to prepare for the drastic—and perhaps devastating—changes of peace.

To be prepared, industry must be able to set aside "seed money."

The company's first emphasis on this theme was in an advertisement in the New York *Herald Tribune*, Washington

Post and Chicago *Daily News*, last November, under the headline, "The Aviation Industry Needs Seed Money."

"Seed money" was described as "that part of profit which is held for reinvestment in a business to insure its growth."

"Seed money" pays for research on new and better products. It pays for re-tooling when new models are produced. It pays for the study of methods to get the lower costs that widen markets. It pays for setting up new distributors and dealers, and for hundreds of other activities that are involved in the growth of business.

"American industry has grown on 'seed money.' It has been a national characteristic to re-invest most of our profits in development. . . .

"The tax law, and Government contracts, should allow . . . industry to accumulate funds for . . . post-war development."

An advertisement in December, headlined, "America . . . Where Castles in the Air have had their Feet on the Ground," pointed out that "business will need billions of 'Seed Money' when the war is over. . . . Ask your Congressman to see that American business is given a chance to create jobs after the war, by revising the excess profits tax. . . ."

This was followed, in January, with "Seed Money" will make Jobs for Soldiers," and introduction of the line, "What's Good for Business is Good for Americans." This line later was changed to "Industrial Progress is the Basis of All Good Living."

As the campaign progressed, letters from executives to whom copies of the advertisements were sent were introduced in the copy. Half of "Where Do Jobs Come From," which was published in March, was a letter from James Gilet, of Gilet Carbonizing Co., Lowell, Mass. This related the personal experiences of one man, who started only on "moral credit," but who,

by plowing back "practically all profits" for more than three decades, was able to build a successful business.

A letter used in "How 'Seed Money' Benefits Labor" (May 3) disagreed with McGraw-Hill. This letter, from a labor representative, said that the campaign was "about as superficial a work as I have seen. . . . All wealth comes from and is created by labor and nothing else. Even gold in the ground is valueless unless labor is applied to it. . . . We cannot go back to an economy built on 'seed money' or any such artificial economic mortar to reconstruct a torn world where production to effect a world of abundance for all is no longer a secret or difficult."

McGraw-Hill omitted the sender's name, "to avoid any flavor of personal controversy," but replied to his statements.

This advertisement was illustrated with pictures of Oriental coolies pulling a primitive plow and an American farmer driving a tractor.

"The American," the copy said, "lives better because his labor is multiplied by efficient tools. . . .

"Industry" exists to supply the tools that produce better living. "Business" exists to store, distribute and sell the products of tools.

"The better the tools, the better the living of the men who use them.

"Therefore, the laboring man ought to be in favor of the system that will improve his tools most rapidly."

Good living, McGraw-Hill believes, is directly in proportion to industrial strength and soundness. Reduced costs and higher wages can go hand in hand. Industrial progress means better tools, and these, in turn, mean better working conditions and better and lower-priced products.

Instead of conflict, the campaign shows, there exists a natural relationship between labor and management. They progress together on the better tools and processes made possible by the application of "seed money."

The campaign is intended to help industry to do a better job of public and worker relations, by selling industry's needs and objectives to workers. It sets a pattern for the things industrial executives can tell their own people in their own plants and communities. It is helping industries to drive home the fact that community progress depends largely on their progress.

Today, the excess profits taxes often do not permit industries to meet even current equipment costs. They do not permit industries to set aside "seed money" for present or post-war changes and expansion.

Each advertisement is sent to 12,000 top executives of industry, with a letter from James H. McGraw, Jr., president of McGraw-Hill. In recent months, these letters

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ Largest audience ★

★ in the business field ★


★ (387,226, all net paid) ★

★ CHOOSE THE ★

★ LEADER IN ★

★ THE BUSINESS ★

★ FIELD . . . ★





A Lasting Tribute

to those Fighting Your Battle

A distinctive and inspiring emblem to be hung by business organizations, in permanent recognition of the men who have answered the call to the colors, and as a constant inspiration to the fighters on the home front. Solid Walnut; decorations satin bronze finish; raised letters; names gold stamped. Also Plaques for every purpose.

CIRCULAR ON REQUEST
Exclusive copyrighted design of

EAGLE PRODUCTS COMPANY
60 East 42nd Street New York
MUrray Hill 2-0836-37-38-39

have suggested that the individual companies spread this philosophy in their own advertising. Reprints in booklet form are offered.

McGraw-Hill also sends each advertisement to a list of 8,000 others, including officials of Federal and state governments and of larger municipalities, newspaper publishers, labor leaders and editors, and advertising agency executives.

About one-fifth of the letters which the company has received on the campaign have been orders for booklets. The rest are acknowledgements and comments—predominantly favorable.

With "How Can We Have Freedom from Want?", which appeared in the newspapers on March 30, mats were offered for sponsorship in newspapers, minus the McGraw-Hill signature. By June 1, about 50 mats had been ordered.

"You Were at Casablanca," which appeared in the newspapers on February 1, drew 110 orders for 22,000 booklets in the next four months. "Where Do Jobs Come From?" (March 2) had 126 orders for 23,000 by June 1; "Where Do Wage Increases Come From?" (March 16), 160 orders for 22,000; "How Can We have Freedom from Want?" (March 30), 105 orders for 19,500; "Good Living Comes Only from Industrial Progress" (April 13), 77 for 18,000. Within three weeks of publication, "How 'Seed Money' Benefits Labor" (May 3) had brought 95 orders for 10,000.

Government officials, publishers and others have responded to the campaign. Of the hundreds of replies from labor leaders and editors, only four or five have been negative. Most labor leaders apparently agree on the necessity of "seed money," although a few of them question whether management will be able to meet the problems of peace.

Industrial management has a big sales job to do. Response to McGraw-Hill's "Seed Money" campaign seems to indicate that management is beginning to tackle.

Agencies

Elwood Whitney (right) joins Foote, Cone & Belding in New York July 1.



And Donald S. Manchester becomes vice-president at F. C. & B.'s Chicago office.



Elwood Whitney, vice-president and senior art director of J. Walter Thompson Co., will join Foote, Cone & Belding, New York, as vice-president on July 1. . . Donald S. Manchester is made a vice-president and director of F., C. & B., at Chicago. . . Walter O'Meara, recently with the Office of Special Services, resumes his duties as creative director of J. Walter Thompson Co., New York. . . Richard Stanton, from Sherman K. Ellis & Co., joins Kenyon & Eckhardt as an account executive. . . John F. Arndt of John Falkner Arndt & Co., Philadelphia, is reelected headquarters president of Continental Agency Network. . . Hugh D. Lavery, former duPont advertising executive, joins McCann-Erickson. Shirley F. Woodell, from NBC, is now with M-E's foreign department at New York.

Membership of advertising associations expands in wartime. Both Advertising Federation of America and Association of

National Advertisers are growing. American Association of Advertising Agencies had 133 members at the close of its fiscal year, on March 31, as compared with 119 on March 31, 1942.

In line with the statement of Brig.-Gen. William C. Rose of the War Manpower Commission, at the recent Four-A convention in New York, that agency executives would not be considered "essential," major agencies are starting to train draft-deferred personnel for higher posts.

R. H. Burke, formerly vice-president of Strang & Prosser, Seattle, joins MacWilkins, Cole & Weber's Seattle office. . . Malcolm D. MacPherson is named public relations director and Kathryn M. Hardig time buyer of Ralph H. Jones Co., Cincinnati and New York. . . John L. Rogers, from Cecil & Presbrey, becomes president of Frank R. Steel Associates, Inc., Chicago. . . Roy T. Lochten is now in charge of

WORCESTER, Mass. FIRST in Per Family Expenditures for FOOD!

\$396 per year per family

U. S. average \$222



The 1943 edition of The Market Data Book (Advertising Publications, Inc., Chicago) shows the per family expenditures in Food Stores in Worcester to be higher than those in any other city of 100,000 or more in the United States. Worcester tops the U. S. average (\$222) by 78 per cent.

City Zone Population 235,125

Total population, City and Retail Trading Zones: 440,770. The Telegram-Gazette blankets this rich market. Circulation: daily more than 141,000. Sunday more than 80,000.

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
 PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
 OWNERS of RADIO STATION WTAG

newspapers and business papers in the media department of Geare-Marston, Inc., Philadelphia. . . . John P. Jackson, from Bureau of Advertising, is now an account executive with John A. Cairns & Co., New York. . . . Donald M. Brown is appointed copy chief of Schwab & Beatty, New York. . . . Janice Mackey is now space buyer with James Thomas Chirurg, Boston.

Ruthrauff & Ryan opens a Cincinnati office, in the Carew Tower, with John L. Magro as manager.

Accounts

Curtiss Wright Corp. (institutional) to McCann-Erickson. . . . Searle Aero Industries to Foote, Cone & Belding, Los Angeles. . . . Brillo Manufacturing Co. and Worcester Salt Co. to J. Walter Thompson Co. . . . Majestic Radio & Television Corp. to Triangle Advertising Agency, Chicago. . . . S. H. Camp & Co., foundation garments, to J. D. Tarcher & Co. . . . National Pressure Cooker Co. to McCord Co., Minneapolis. . . . Standard Accident Insurance Co. to MacManus, John & Adams, Detroit. . . . Union Barge Line Corp. to Ketchum, MacLeod & Grove, Pittsburgh. . . . North American Phillips Co., electronic products, to Erwin, Wasey & Co., New York. . . . Industrial Manufacturers, Ltd., industrial wood products, to Hillman-Shane-Breyer, Inc., Los Angeles. . . . Marine division of Federal-Mogul Corp. to Brooke, Smith, French & Dorrance.

Newspapers

W. G. Chandler, director, and H. N. Bitner, deputy director of WPB's Printing and Publishing Division, recently warned publishers that "the newsprint situation . . . is serious." Instead of effecting a reduction of 10%, American Newspaper Publishers Association finds that in the first four months of this year, there was a reduction of only 5% from 1941 and 2½% from 1942.

The publishers, most of whom have had tough going since 1929, apparently are trying to get as much lineage as the paper situation will permit. Department store lineage in April, according to Media Records' figures, was the largest for the month since 1929, and retail lineage as a whole the largest for April since 1931. Classified also was the best since 1929, and general or national the best since 1937.

The eight general New York city dailies in May had a gain of 14.3% in total lineage from May, 1942.

Frank E. Tripp, Gannett Newspapers, is reelected chairman, committee in charge, Bureau of Advertising, American Newspaper Publishers Association.

National Newspaper Organization is organized at New York by William J. Swagerman, former newspaper representative, "to interest publishers in a plan . . . to develop acceptance of newspapers as a national medium." . . . Newspapers Linage Service is launched at New York by Louis L. Gingold, formerly with Gilman, Nicoll & Ruthman, newspaper representatives. . . . Clarksburg, W. Va., *Exponent-Telegram* appoints Story, Brooks & Finley as national representatives.

Herbert A. Willis is appointed advertising director of the Minneapolis *Daily Times*, succeeding the late John E. Jerome. . . . Loyal Phillips of Parish & Phillips, Miami, newspaper classified advertising counselors, goes on duty with the Naval Reserve. Bradford Wyckoff, from the Troy, N. Y., *Record*, former president of National Newspaper Promotion Association, joins Parish & Phillips.

In a report on the Evansville, Ind., *Courier*, in the Continuing Study of Newspaper Reading, Advertising Research Foundation notes continued high reading of wartime institutional advertisements in newspapers—specifically a page in news style by United Aircraft and a 1,708-line New York Central insertion, entitled "Last Night I Couldn't Sleep." With the problems of point rationing now simpler for most housewives, the foundation says there has been a "return to normal in the readership of grocery advertisements. . . . Any announcements, however, of new regulations and restrictions affecting housewives will still be read by many women readers."

Magazines

With a gain of about 20% in the first four months of this year, as compared with the same period of 1942, magazines have made the largest increase among major media. General monthlies have made the most progress, followed by women's service books and weeklies.

Operating profit of Macfadden Publications for the six months ended March 31, 1943, was \$466,000, as compared with a loss of \$395,000 for the parallel period of the year before.

Charm Magazine for July has a lineage gain of 110% from July, 1942. . . . *American Home* issues a brochure of its "Planned Editorial Program," to help read-

ers meet wartime problems and "to stimulate them to plan ahead for the post-war world." . . . *American Mercury* appoints Richard A. Feldon & Co., New York, national advertising representatives.

Mrs. William Brown Meloney, editor of *This Week*, since its start in 1935, becomes editorial director, and William I. Nichols succeeds her as editor. . . . Richard Flanagan is appointed promotion manager of *Cosmopolitan*, succeeding Charles Yeager, who enters the armed services. . . . Phillips Wyman, director of publication selling, is elected a vice-president and director of McCall Corp. Lowell Shumway is named circulation manager. . . . Frank Ware, from Time, Inc., is now circulation director of *Newsweek*, replacing Gibson McCabe, who joins the Navy. Marshall Ginn, former advertising manager of Alexander Hamilton Institute, becomes renewal manager in *Newsweek's* circulation department. . . . Charles M. Kinsolving leaves *Parade* and will make his headquarters with the *Deke Quarterly*, New York, of which he is editor.

Clayton Westland of McCall Corp. is elected president of Association of Publication Production Managers, New York.

Radio

After several weeks of analysis of the May 10 Supreme Court decision, National Association of Broadcasters announces that the decision places "no limits" on the "commission's power to control programs and business operations of the broadcasters."

MBS tells members that the new FCC regulations "allow for a total of 12 hours each day of option time on a non-exclusive basis for network broadcasting." However, "nothing restricts or prevents a station from voluntarily accepting network programs outside of option time. Thus, there is no limitation . . . on the total number of hours of network commercial programs which a station can broadcast if it so chooses."

Among other things, CBS tells affiliates that "you will be under no obligation to refrain from broadcasting programs of any other network organization, but it is equally understood that you are under no obligation to broadcast any programs of any other network organization."

Blue Network announces that it has modified contracts in accordance with the new regulations. . . . NBC releases member stations "of any obligation you may now have to broadcast any network commercial program we may offer you, if the program offered by us occurs at a time conflicting with the time for which you are committed to broadcast a program of another network or if the program offered by us is offered on less than 56 days notice to you or if the program offered by us does not occur" within certain designated hours.

Mutual emphasizes home-town as well as big city coverage in a new three-dimensional slide presentation. One study shows program ratings in markets where four, three, two and one network broadcasts. Mutual's strength in news, sports, quiz shows, drama and music are emphasized. . . . Mutual's billings rose 44% in May from May, 1942.

Columbia presents findings employing a "diary" technique to measure family

KDKA
PITTSBURGH
Selling to Six Millions
WESTINGHOUSE RADIO STATIONS Inc

listening habits. Families within cities, it was shown, listen less than those in suburban, small town and rural areas.

Blue Network adds WNBH, New Bedford, Mass., and WMRN, Marion, Ohio. . . WKBK, CBS outlet in Youngstown, Ohio, increases power to 5,000 watts, full time.

John E. Pearson Co. takes over the selling and servicing of spot radio time for stations formerly represented by the Foreman Co. Edwin G. Foreman Jr. and Miss Lillian Selb join the Pearson organization.

N. Ray Kelly becomes production manager of NBC, succeeding Lester O'Keefe, resigned. . . Archie S. Grinalds, from WLW, is now a station contact representative of the Blue Network. . . Henry Schmidt Jr. joins the research and promotion staff of MBS. . . Joseph E. Baudino is named general manager of KDKA, Pittsburgh, succeeding James B. Rock, who joins the Marine Corps. . . Lynn L. Meyer, from WLOL, Minneapolis, is sales director, Intermountain Network, Salt Lake City.

Business Papers

Joseph S. Hildreth (right) is newly-elected ABP president for 1943-44.



And Earl Shaner is named chairman of the board of ABP for next year.

Joseph S. Hildreth, vice-president of Chilton Co., Philadelphia, is elected president of Associated Business Papers for the year 1943-44.

Kingsley L. Rice, Technical Publishing Co., Chicago, is named vice-president; M. A. Williamson, McGraw-Hill Publishing Co., treasurer, and Earl Shaner, Penton Publishing Co., Cleveland, chairman of the board. Members of the board are Arnold Friedman, Chain Store Publishing Corp.; A. J. Haire, Haire Publishing Co.; P. C. Lauinger, Petroleum Publishing Co.; Robert H. Morris, Simmons-Boardman Publishing Corp., and Roy F. Shrope, American Trade Publishing Co.

McGraw-Hill will introduce *Aviation News*, a weekly, on August 2, and *Air Transport*, a monthly, in September. The *News* will be edited by Robert W. Wood in Washington, and *Air Transport* by Fowler W. Barker in New York. . . Haire Publications introduce *Aviation Equipment Red Book*, as a companion service to *Aviation Equipment*. . . *Cleaning and Laundry World* and *National Laundry Journal* are combined, with Samuel G. Krivit as president and publisher, and Mike Haggerty vice-president and general manager.

Clyde E. Brown is named advertising manager of *Women's Wear Daily*, succeeding Leo E. Williams, who continues as advertising manager of *Retailing Home Furnishings*. . . Lee Robinson leaves Radio Magazines, Inc., and rejoins Caldwell-Clements, Inc., as eastern manager of *Radio Retailing Today*.

Transportation Group To Expand Promotion

National Association of Transportation Advertising, Inc., launches an enlarged promotional program to present transportation advertising as a national advertising medium. A research project, directed by a committee headed by Frank J. Ellis, New York Subways Advertising Co., will determine advertising readership.

Circulation in 1942 totaled 18 billion, nearly 30% ahead of 1941, and rides per capita increased from 182 to 230. Some 85,000 vehicles now carry transportation advertising.

Phil J. Everest, New York, formerly assistant to the president, was appointed executive secretary. James B. Lackey was reelected president.

Correction—Major Trading Areas—Survey of Buying Power—May 10, 1943

CORRECTED FIGURES

	Trading Area No. 9 Boston, Mass.	Trading Area No. 11 Springfield, Mass.
Population—1942		
Est. (in thousands)	3,365.8	575.3
% of U.S.A.	2.571	.439
Tenure of Homes—1940		
Owner-Occupied	356.36	61.26
Rented	532.45	90.28
Retail Sales—1942		
S.M. Estimate		
Dollars (in thousands)	\$ 1,738,338	\$ 302,581
% of U.S.A.	3.082	.537
Effective Buying Income—1942		
S.M. Estimate		
Dollars (in thousands)	\$ 3,617,556	\$ 592,547
% of U.S.A.	3.171	.519
% of U.S.A. Potential	3.234	.538
Per Capita (dollars)	\$ 1,074	\$ 1,030
(Middlesex County (Area No. 9) was erroneously included in Area No. 11)		

JUNE 15, 1943

The New York Times

Foreign News Service comes to Buffalo readers exclusively in the

Buffalo COURIER EXPRESS

This splendid Service is in addition to A.P., U.P. and Chicago Tribune Services.

ONLY MORNING AND SUNDAY NEWS-PAPERS IN WESTERN NEW YORK

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ 26 successful years ★

★ under the editorship ★

★ of Merle Thorpe... ★

★ CHOOSE THE ★

★ LEADER IN ★

★ THE BUSINESS ★

★ FIELD... ★

NATION'S BUSINESS

AFTER VICTORY

What is going to happen to your plant when your war contracts are cancelled?

Executives with vision are looking into the Diesel Industry — one of the two industries that will come out of the war **AROARING!**

HIGHEST RATE PER PAGE
LOWEST RATE PER READER
EDITED BY REX W. WADMAN

Today—NOW—send for diesel market survey and complimentary copy.

DIESEL PROGRESS

1 WEST 43rd STREET, NEW YORK, NEW YORK

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

Comment

BY RAY BILL

ALLLOCATION OF EFFORT. An issue of real significance now confronts American business. It has a mighty effort on the sales side. The question is—should effort be shifted in part from all-out prosecution of the war to a reasonable amount of post-war planning?

We believe this question should not be answered dogmatically. We argue for a full airing of opposing viewpoints and ideas.

Those who believe that the war is far from won and that a victorious end lies well along in the future naturally fear the tragic consequences which could arise from beginning too early to slow down on the war effort. Patriotically, too, they decry any failure to back up, to the utmost, the men who carry the most frightful part of the war load at the fighting fronts. Harvey Conover, head of the Conover-Mast Corp., recently returned from an air trip to England, where he went on an important industrial war mission. In an editorial in the June issue of *Mill & Factory*, he sums up:

"We are fighting two wars. The war of industry against industry, and of army against army. Each is helpless without the other. Our industrial effort which we are pitting against the Axis is only as effective as the sum of all its parts. When we take away only one of these parts, we detract just that much from the effectiveness of the whole. We cannot fight total war with partial effort.

"Military men tell us that Tunisia was but a curtain-raiser, that the casualties and sufferings are yet to come. Lt.-General Brehon B. Sommervell advises that our armed forces will not be equipped until the end of 1944. Paul V. McNutt states that 5,000,000 new men must be inducted into industry before the end of this year. And Secretary of War Henry L. Stimson reminds us that 'the Axis countries have hundreds of divisions of seasoned troops in the field.' Certainly, none of these statements indicates that we can rest on our oars, or allow ourselves to be diverted from the subject at hand.

"As long as the war lasts, the pipe line never will be filled. New weapons must be developed continuously and outmoded weapons must be scrapped in some cases even before they are sent to the front. The genius of America can place superior weapons in the hands of our fighting men, can save lives and shorten the war in direct proportion to the effort expended by every man and woman identified with industry, regardless of the position which he or she may occupy. We must not allow the Lorelei of post-war planning or any other crusade or slogan to divert us from this terrifying obligation to our fighting men in all parts of the world."

Such words cannot be taken lightly. On the other hand, with the exception of ships, planes, and food, American capacity to produce gives signs on certain industrial fronts that it is outrunning the immediate needs of the war. This is either true or false. The facts are not very clear, and, in the meantime, business is being subjected to a barrage of completely conflicting statements by government officials in high stations.

We contend that neither business nor the American people are so simple-minded or untrustworthy that they cannot be told the unchallengeable truth, even if changes occur periodically. No good American wants to abate his war effort so long as his all-out support is needed. Nor does any good American want to see millions of American fac-

tory workers and uniformed fighters left to shift for themselves when V-day comes. American business leaders feel a justifiable responsibility for themselves and for their country—but most of all, for their fellow countrymen—to *prepare* for V-day long before large-scale conversion from war to peace occurs. They know victories of peace, even as victories of war, can be won only by adequate, long-time preparation.

Government faces the same two-headed problem. It is charged with successful prosecution of the war to the end so that the peace may be won in the quickest possible time and at the lowest possible cost, in terms not only of dollars but especially of human lives. Government also has a great responsibility for effecting ultimate conversion from a war economy to a peace economy . . . and with a presidential election in the offing, political leadership must deal publicly with the vital matter of post-war employment.

We suspect, but do not know, that it is not too early to devote a reasonable minority of effort to the strictly *planning* side of conversion from war production. We feel instinctively that evidence of such effort constitutes a valuable form of "social security" to the workers in war factories, to our fighters in uniform, and to the American public as a whole.

Of its own choosing, the United States did not engage in war simultaneously against Germany and Japan. We had to take on two jobs, whether we liked it or not. Similarly, we did not have an opportunity to decide that this would be primarily a war of infantry, navies, artillery, aircraft, electronics, or food. By necessity we have had to make a primary effort in *all* these, as well as in several other directions. Production-wise, like it or not, we had to undertake ten or more jobs at once.

Perhaps, therefore, it does not fall outside of American capacity and enterprise to do two other major jobs, simultaneously from this time forward, namely (1) *prosecution* of the war, and (2) *planning* for the peace. At least we know that post-war planning requires a very, very small amount of manpower, and it might even be that our war production effort now has been standardized in enough fields so that American ingenuity needs a supplementary challenge to keep it whipped up to the highest peaks of which it is capable.

In short, the times seem to bespeak not 100% war effort, but rather a realistic and sensible allocation of industrial effort. Obviously, also, to the extent that post-war planning is in order, sales executives have a major responsibility.

For the most part, sales executives do not qualify by age, physical fitness, or training for fighting jobs in uniform or, in many cases, for war production jobs. However, they, above all others, are equipped by experience and training to engage intelligently in post-war planning—and they most assuredly stand ready and anxious to serve in seeing that their "buddies" in arms are not let down when they return from the fighting fronts.

SALES MANAGEMENT

Putting **PUBLISHING** to Work on **Vital War Production!**



MILL & FACTORY has practically "manufactured" metal-working tools to relieve wartime shortages

Long before Pearl Harbor, MILL & FACTORY threw its entire publishing facilities into the vital task of helping American industry expand to full war capacity.

One month after war came, this publication commenced an original editorial feature... a series of Tool Craftsmanship Charts showing simply and graphically how to multiply tool-life... which has helped to avert a catastrophic

shortage of metal-working tools.

How many essential war-working tools this campaign has added to the Nation's resources... by preventing tool breakage and depreciation... can only be estimated by its amazing reception throughout industry. In 1942 alone, more than 583,000 Tool Charts (to our actual knowledge) have been distributed to American industries... nearly half at industry's own request. This means 5 for every manufacturing plant in the country... 20 for every metal-working and metal-producing plant!

This is a typical example of the way MILL & FACTORY is making all its facilities count for actual war production. This constructive "know how" editing carries sound production help to every warplant in the country every month!

Conover-Mast Corporation, 205 E. 42nd St., New York; 333 N. Michigan Ave., Chicago; Leader Bldg., Cleveland. West Coast Representative: Duncan A. Scott & Co., Mills Bldg., San Francisco; Western Pacific Bldg., Los Angeles.

M. & F. TOOL CHARTS

used throughout industrial plants of United Nations

1. Adopted and distributed as standard manuals by Vocational Training Div. of U. S. Department of Labor and Training-Within-Industry Div. of W. P. B.
2. 383,000 copies distributed in 12 issues of MILL & FACTORY.
3. 223,000 reprints distributed at industry's own request.
4. Forwarded by Amtorg Trading Co. for use throughout Russian industry.
5. Reproduced for English industries in publication, "British Machine Tool Engineering."
6. Translated into Spanish and Portuguese by large U. S. company for distribution to South America.
7. Photostated and reprinted by numerous companies for wide distribution in their own plants.
8. Reprinted in company magazines and catalogs for distribution to their employees and customers.
9. Used as a basis for an educational slide film by a large insurance company for free distribution to industry.
10. Over 26,000 copies reprinted and distributed to industry by the War Production Drive Headquarters of the W. P. B.

MILL & FACTORY

A Conover-Mast Publication

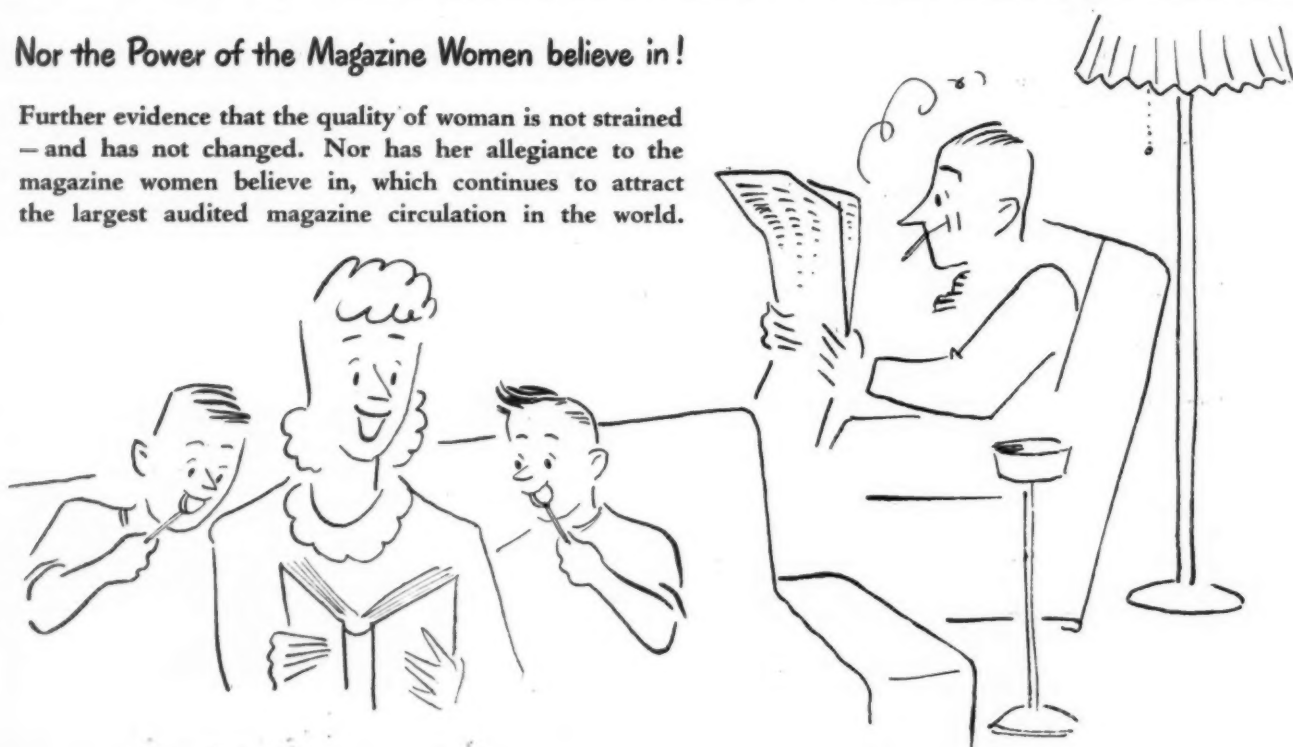
WE CAN BEAT THE ENEMY ONLY IF WE OUTMATCH HIM IN ENTERPRISE AND INGENUITY

Never Underestimate the Power of a Woman!



Nor the Power of the Magazine Women believe in!

Further evidence that the quality of woman is not strained — and has not changed. Nor has her allegiance to the magazine women believe in, which continues to attract the largest audited magazine circulation in the world.



LADIES' HOME **JOURNAL**
SALES MANAGEMENT

Pants presser pulls iron from predicament



SO last January the ambitious presser of pants went in business for himself. His rent was paid. His fixtures were installed. Everything including charter-customers—except a pressing iron.

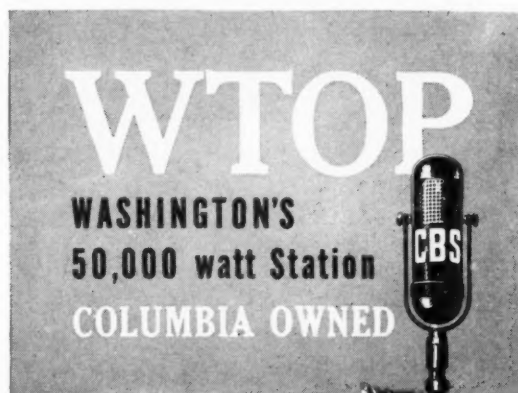
But he did have a radio. It was on, tuned of course to WTOP. The hour was 9:45 in the morning. Elinor Lee was on WTOP with her “Home Service Daily.”

Part of her unusual program is an electrical appliance “swap-shop.” The pants presser pricked up his ears. A listener (said Elinor) needed an electric bottle warmer. Tag line: mother gets bottle warmer; tailor gets iron.

“Home Service Daily” is a lot more than a swap-shop; it’s recipes and ration news and market reports and conservation hints. It’s

Washington’s answer to household problems, solved in capsule form! Hundreds of women phone in to the program every week. And more people listen to Elinor Lee—on WTOP—than to any other women’s service program in Washington.

“Home Service Daily”—sponsored by Potomac Electric Power Co.—is typical of the kind of thinking *and doing* that makes WTOP the choice of listeners in one of the nation’s BIG markets. That’s why WTOP is the advertisers’ favorite, too.



Represented by Radio Sales,
the SPOT Broadcasting Division of CBS.

My name



John Jones . . .

I WORK IN A war plant . . . "super" of the plating department. I'm 40, married, have a boy of fourteen, a girl eleven.

Own my own home, six rooms, slick as a whistle. Do a lot of my own repairs . . . specify materials when I use outside workmen. Fact is, I even specify lots of stuff down at the shop.

LET'S SEE . . . I've got a '41 Chevy—a refrigerator, electric range and home laundry for the little woman—two radios (one that new FM) . . . a movie camera and projector.

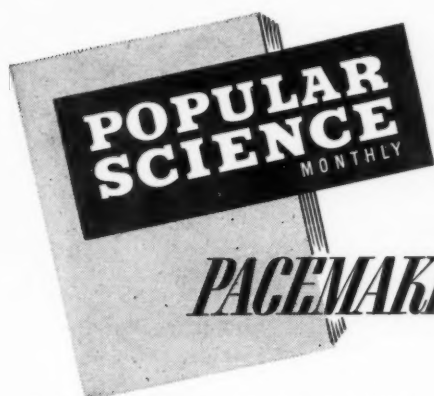
I've fooled around with fluorescent for the kitchen . . . want to know more about it. I'm interested in synthetic tires, electronics, plastics, family airplanes, and five hundred other coming things. Guess it's just my nature to be bugs about new products. Boy, will I be busy when the war ends!

I SEE FROM three to five magazines a month,

read one regularly . . . POPULAR SCIENCE MONTHLY. Can't keep score on all the useful ideas I've gotten from its editorial and ad pages. The gang at the plant and the neighbors would know . . . the way I've gone to work on them with some of my pet projects!

There are, they tell me, some 700,000 John Joneses like me. We have all kinds of jobs . . . presidents to paymasters, bankers to building contractors, engineers to electric welders. But what we do have in common is . . . well, I guess you'd call it a *state of mind*. A kind of mind that's inquisitive as all get out about new products, new ideas, new ways of doing things. It makes us try new things before most people, *buy them first*, rave about them to our friends.

THE PEOPLE over at POPULAR SCIENCE call us "America's New Sales Army." With all that you have to get ready for after the war, I figure we can be pretty helpful to you right now.



THE NEWS PICTURE MAGAZINE OF SCIENCE AND INDUSTRY



The professor on the table in the hall

WHEN I finished college last year, my brother Tom gave me a subscription to LIFE for a graduation present.

"And now, even though I'm miles away from college, I'm able to keep right on getting an education of the greatest importance—by reading LIFE every week.

"No matter what LIFE deals with . . . whether it's Helen Hayes' latest play, or American troops on the desert, or the Russian collective system . . . it gives me a remarkably quick, accurate idea of the subject. I suppose that's because of the way LIFE uses text and pictures.

"Every Friday when I come home from work to find LIFE on the hall table, it gives me a really deep sense of pleasure—because I know I'm going to get another grand close-up of world news and world progress from my favorite magazine.

"And besides all this, LIFE has so many dashes of humor that it makes very entertaining reading."

Each week approximately 23,000,000 civilians and men and women in the armed forces buy or borrow their way into an interested reading of LIFE.

Yen for vivid information

This is proof of the fact that Americans as a nation have a yen for learning, and for vivid, unbiased information. Because week after week LIFE is a source of just that kind of information, presented in a unique picture-and-story type of reporting, with no words minced, no holds barred.

This, coupled with the froth and fun that are such essential ingredients in the American way of life, has made LIFE the magazine with the biggest audience in the world.



"Eyes for the minds of America"

FORTUNE

JUNE • 1943

Photograph: Robert Yarnall Richie. Courtesy, Standard Oil Co. (N. J.)



HIGH OCTANE: TOMORROW'S POWER

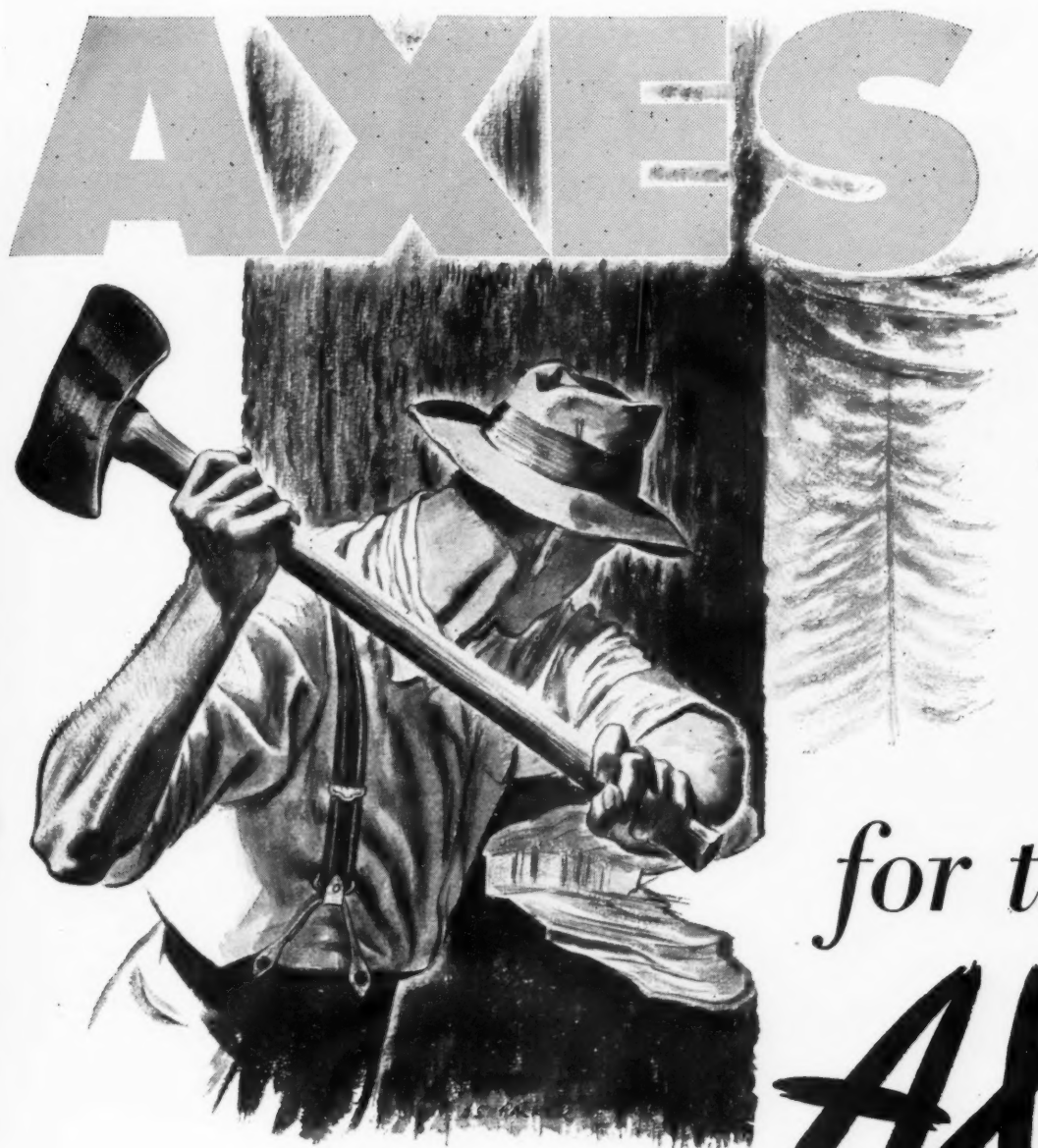
suppose "Power"
as your problem-

Before the war, the ultimate potency in aviation gasoline was expressed by the symbol 100 octane. Now the oil industry is supplying the Air Forces with fuels so powerful that they defy measurement by the octane scale. For the postwar, the new fuels portend vast change in transportation in the air and on the ground. The automotive industry must step fast to meet the pace set by the oil chemists.

Page 155

JUNE: SO FOOD WILL WIN THE WAR, EH? ★ LABOR HAS A CHOICE ★
FIVE THAT WERE SMALL ★ THE FORTUNE SURVEY ★ TOWARD A DURABLE
SOCIETY ★ FRATRICIDE IN YUGOSLAVIA

85% OF FORTUNE'S 160,000 SUBSCRIBERS ARE MANAGEMENT MEN



for the
AXIS

The biting stroke of every gleaming axe in Champion forests is a blow against the axis nations. For wood from these trees finds its way into Champion mills that convert it into pulp for explosives, and into paper for many wartime uses, from shell casings to ration books to food packages. The ring of axes swells and echoes through America's factories, printing houses and food plants, until it reaches every axis capital. In the present situation, all the skill and effort of the Champion organization are focused on the great day of unconditional surrender.



THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

*Manufacturers of Advertisers' and Publishers' Coated and Uncoated Papers, Cardboards, Bonds, Envelope
and Tablet Writing . . . 2,000,000 Pounds a Day*

DISTRICT SALES OFFICES

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA

JUNE 15, 1943

[27]

SPOKANE'S *Strategic Position*



Mount Rainier, highest peak of
the Cascades, 14,408 feet high.

SKYSCRAPERS COMPARED

Pictured above is Mount Rainier, one of countless towering peaks in the rugged Cascade range of mountains which separate Spokane and its rich, productive Inland Empire from Pacific Coast points. Mount Rainier is on the Puget Sound side of the range. At the right, for comparison, is New York City's Empire State Building. Pictures show approximate relative sizes of the two "Skyscrapers."



Empire State Building
—1250 feet high.

THE SPOKESMAN-REVIEW

MORNING

SUNDAY

Cover Spokane and

Advertising Representatives: JOHN B. WOODWARD, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco



"He says to keep on looking until we find what newspaper the retailers are using in Cincinnati."

You can argue with almost every statistic except one. And that's the sales report the local retailer has on his desk, 24 hours after he runs an ad.

Which means that if you follow the lead of these day-by-day, in-the-know, on-the-spot local retailers, you're pretty sure to pick the right paper in any town.

The newspaper in Cincinnati with the biggest retail display advertising gain (not to mention the lowest 5000 line milline rate) is The Enquirer. That should make it fairly easy to choose the paper that will do the best job for you in the Cincinnati market.

THE SWING IS TO THE CINCINNATI ENQUIRER

Represented by Paul Block and Associates

SAYS GOOD MORNING TO ITS READERS AND GOOD BUSINESS TO ITS ADVERTISERS

JUNE 15, 1943

RETAIL DISPLAY LINAGE 1942 vs. 1941

Daily Enquirer Gained	53,173 lines
Sunday Enquirer Gained	209,175 lines
Afternoon Paper "A"	... Lost	609,108 lines
Afternoon Paper "B"	... Lost	425,046 lines

Source: Media Records

LOOK AT THE READERSHIP
SWING TO THE ENQUIRER, TOO

CIRCULATION 1942 vs. 1932

	1932	1942	% Change
Afternoon Paper "A"	157,307	156,382	-.6%
Afternoon Paper "B"	166,265	154,956	-6.8%
Daily Enquirer	90,938	131,017	+44.1%
Sunday Enquirer	174,424	217,251	+24.6%



[57]

MAGAZINE". AMERICA'S MOST INFLUENTIAL PEOPLE VOTE

Summing it up . . .

Who: During the past year 32 groups of America's most influential people—including newspaper editors and columnists, men in business and industry, members of Congress, educators, doctors, commentators—have all been asked:

What: "What do you consider the most important magazine published in the U. S. today?"

INCLUDING...



Donald W. Douglas, Pres.,
Douglas Aircraft Corp.



Representative
Sam Rayburn



Edgar Monsanto Queeny,
Monsanto Chemical Co.



Will Durant,
author and lecturer



Ray Lyman Wilbur,
Chancellor, Stanford U.



Raymond Clapper



Walter Lippmann



Sen. Walter F. George



William Allen White



Raymond Gram Swing

TEARSHEETS —the basis of newspaper advertising research



A Rich Source of Obvious Facts—And the Premise for Accurate Deductions

ACB offers a dozen useful research services. Some are of great value to salesmen. Others are important to the men who determine business policy. All these ACB services use the tearsheet as the basis of research.

Where desired, we furnish tearsheets and your own staff may carry out the compilations, tabulations and other work covered by our services. The tearsheet is a rich source of obvious fact—and the premise for accurate deductions.

We can furnish tearsheets of dealer advertising—your own or competitive. These enable you to follow the details of retail merchandising in your line.

Tearsheets of competitive national advertising give you useful information in measuring the advertising effort in use by others.

ACB tearsheets are complete pages and superior to clippings in that they show location and position. You may order tearsheets on a country-wide coverage of all daily newspapers; or

coverage by specified areas; also by specified stores or type of outlets.

TYPICAL ACB RESEARCH SERVICES

Dealer Tie-in Reports. Checks dealer cooperation on your brand and/or your competitor's brand.

Schedule Listings. Daily review of any new schedules or insertions appearing in daily newspapers.

Scrap Book Service. A complete ready reference of specified competitive national and/or dealer advertising. Kept constantly to date by a special service arrangement.

Advertising Allowance Service. Verifying insertion, size and rates on each paper claimed. Recommended by dealers and manufacturers alike.

Unduplicated Copy Service. Gives you, as they appear, new copy themes—new products—uses—new ideas for manufacture, advertising, selling.

Also... various other services requiring research on national or local advertising appearing in any of the 1,821 daily newspapers published.

Free: Catalog of ACB Research Services.

ACB

The
**ADVERTISING
CHECKING BUREAU
INC.**

NEW YORK, 79 Madison Avenue • CHICAGO, 538 South Clark Street • SAN FRANCISCO, 149 New Montgomery Street

JUNE 15, 1943

[67]

BUSINESS PAPER EDITORS AND ADVERTISERS

This is the sixth of a series by the sponsoring publications



GOOD BUSINESS PAPERS HELP



**CHEMICAL
& METALLURGICAL
ENGINEERING**
A McGRAW-HILL PUBLICATION

**INDIA RUBBER
WORLD**
386 Fourth Avenue, New York, N.Y.

BOOTS and SHOE

Recorder
THE GREAT NATIONAL SHOE WEEKLY

**FOOD
INDUSTRIES**
A McGRAW-HILL PUBLICATION

**the
IRON AGE**

★ In 32 cities of its primary area, and
in 218 rural communities around them

WLW DELIVERS 51.2% OF ALL NIGHTTIME LISTENING*

This dominance is in a market whose
12 million people buy more drug and
grocery products than are sold in
New York's five boroughs and the
City of Chicago combined.

* A weighted average figure, based on Hooper Mid-
Winter WLW area rating, 1943, which does not represent
the size of our audience in any one city or rural area.
Remainder of audience is divided among 53 other
stations identified by call letters in the Hooper report.

ADRIAN, MICH.	LANCASTER, OHIO
ANDERSON, IND.	LEXINGTON, KY.
BLOOMINGTON, IND.	LIMA, OHIO
CHARLESTON, W. VA.	MANSFIELD, OHIO
CINCINNATI, OHIO	MARION, IND.
COLDWATER, MICH.	MARION, OHIO
COLUMBUS, OHIO	MONTPELIER, OHIO
DAYTON, OHIO	MUNCIE, IND.
FINDLAY, OHIO	NEWARK, OHIO
FT. WAYNE, IND.	PARKERSBURG, W. VA.
FOSTORIA, OHIO	PORTSMOUTH, OHIO
HILLSDALE, MICH.	RICHMOND, IND.
HUNTINGTON, W. VA.	SPRINGFIELD, OHIO
INDIANAPOLIS, IND.	TERRE HAUTE, IND.
IRONTON, OHIO	TIFFIN, OHIO
ASHLAND, KY.	ZANESVILLE, OHIO
KOKOMO, IND.	

WLW

THE NATION'S MOST MERCHANDISE-ABLE STATION

DIVISION OF THE CROSBY CORPORATION

A is for Ancient... **A** is for Age...

AA is for the whiskey of the flavor years

Ah! Such whiskey as they
savored back in those days of
leisurely, ample living...
whiskey that was made so carefully
so slowly... made back in
peace-time*... whiskey that
invokes the memory of another
age in its distinguished and
honorable bouquet and body!
So, although it may at times
be unavailable, you may always
regard with fondness its
"AA" symbol... the sign of...

Ancient **A**ge



*Ask grandfather, he knows... about
this cigar store Indian. Ask the cigar
store Indian, he knows... about the
quaint parade of high wheeled buggies,
bustles, horse cars that crowded
colorfully past him through the 1880's
...that other grand and ancient age!*

Kentucky Straight Bourbon Whiskey 90 proof. This whiskey is 5 years old. Stag-Finch Distillers Corp., N.Y.C.

Tune in! Schenley's "Cresta Blanca Wine Carnival" every Wednesday evening, Columbia Broadcasting System.

*Note: all facilities of Ancient Age are devoted to the production of alcohol for War. All Ancient Age Whiskey now available was made in peace-time

about
cigar
at the
suggies,
1880's
age!

ce-time